

*Operations*

**OPERATION PLAN AND CONCERT PLAN  
DEVELOPMENT AND IMPLEMENTATION**

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This manual implements AFRD 10-4, *Operations Planning*. It provides guidance on Air Force-unique planning aspects not addressed in Joint Operations Planning and Execution System (JOPES) documents and to complement JOPES guidance for Air Force planners at all levels. It is not intended that this manual replace or supersede joint guidance published in JOPES documents. If there is a conflict between this manual and joint guidance, Air Force component commands must comply with joint guidance and notify HQ USAF/XOX of the conflict. HQ USAF/XOX will resolve the conflict and publish new guidance if required. If there is a conflict between this manual and guidance from the supported command, the Air Force component command staffs must attempt to resolve the conflict with the supported command staff. In questions of plan format, Air Force planners are expected to conform to the supported unified command format. When time permits, conflicts should be reported to HQ USAF/XOX for resolution. Users of this manual should familiarize themselves with the referenced Department of Defense (DoD) guidance. See attachment 1 for a glossary of abbreviations, acronyms, and terms.

**SUMMARY OF REVISIONS**

This revision aligns the manual with AFRD 10-4.

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## Chapter 1

### BASIC PLANNING AND RESOURCE ALLOCATION PROCESSES

**Section A--Introduction.** This section provides an overview of the joint planning process and the interrelationships of the associated national level systems that produce national security policy, military strategy, force and sustainment requirements, and plans. The four major interrelated systems that affect the development of joint operation plans are the National Security Council System (NSCS), the Joint Strategic Planning System (JSPS), the Biennial Planning, Programming, and Budgeting System (BPPBS), and the Joint Operation Planning and Execution System (JOPES).

**Section B--Planning.** Joint planning is a coordinated process used by commanders, decision makers, and supporting staffs to determine the best method of accomplishing assigned tasks and missions. Actual or exercise planning is conducted under peacetime or wartime environments. Joint planning is conducted under JOPES but has its origins in and is related to the NSCS, JSPS, and BPPBS.

**1.1. National Security Council System (NSCS).** The National Security Council (NSC), established by the National Security Act of 1947, is the principal forum for deliberation of national security policy issues requiring Presidential decision. The NSCS provides the framework for establishing national strategy and policy objectives, developing policy options, considering problems that require interdepartmental consideration, developing recommendations for the President, and monitoring policy implementation. It provides the institutional channels through which the Chairman, Joint Chiefs of Staff (CJCS), discharges a substantial part of his statutory responsibilities as the principal military advisor to the President, NSC, and Secretary of Defense (SECDEF). The CJCS regularly attends NSC meetings and presents the views, including dissenting and minority views, of the Joint Chiefs of Staff (JCS). The NSCS generates National Security Decisions (NSD) which, with Presidential approval, become national security policy. NSCS policy decisions provide the basis for military planning and programming.

**1.2. Joint Strategic Planning System (JSPS).** The JSPS is the means by which the Chairman, in consultation with other members of the Joint Chiefs of

Staff and the Commanders in Chief (CINC), carries out his statutory responsibilities to assist the President and the SECDEF in providing strategic direction to the Armed Forces; provides net assessments on the capabilities of the armed forces of the United States and its allies when matched against those of potential adversaries; prepares strategic plans; prepares and reviews contingency plans; and advises the President and SECDEF on requirements, programs, and budgets. The JSPS is governed by Chairman, Joint Chiefs of Staff (CJCS) Memorandum of Policy (MOP) 7, which delineates documents and target dates in the JSPS. The production and timing of JSPS documents is, therefore, at the discretion of the CJCS.

**1.2.1. Joint Strategy Review (JSR).** The JSR initiates the biennial strategic planning cycle. The JSR is the JSPS process for gathering information, raising issues, and facilitating the integration of the strategy, operational planning, and program assessments. During the JSR process deliberations, a series of papers and briefings (intermediate products) are developed by the Joint Staff, staffed with the Services and unified and specified combatant commands, and presented to the CJCS and the other members of the Joint Chiefs of Staff (JCS). These papers and briefings, along with the views of the members of the JCS and the CINCs, are consolidated into a single document by the Joint Staff. The final product of the JSR process is the Chairman's Guidance (CG). It contains the principal initial guidance and support for developing the next National Military Strategy Document (NMSD), Joint Strategic Capabilities Plan (JSCP), and Chairman's Program Assessment (CPA).

**1.2.2. Chairman's Guidance.** The CG is the final product of the JSR and it conveys guidance to the Joint Staff and information to the SECDEF, the CINCs, and the other members of the JCS regarding framework for building the NMSD. The CG serves as a bridge between the initial assessments and views developed during the JSR process and specific process that builds the NMSD. The CG is structured specifically to give CJCS top-down guidance to support preparation of military strategy, the strategy and force options, and force recommendations in the NMSD, and is completed on the schedule established

in the JSR Administrative Instructions. The CG is a concise memorandum, intended to be published in the Fall prior to publication of the Defense Planning Guidance. It encapsulates the results of the JSR and the Chairman's overall direction to the planners in the joint process.

**1.2.3. National Military Strategy Document (NMSD).** The NMSD conveys the advice of the Chairman, in consultation with other members of the JCS and the CINCs, to the President, the National Security Council, and the SECDEF as to the recommended national military strategy and fiscally constrained force structure required to support the attainment of the national security objectives during the defense planning period covered by the next Defense Planning Guidance (DPG). The NMSD and the National Military Strategy (NMS), a summary of the NMSD, are forwarded to the SECDEF for his review. After the SECDEF review and approval, the NMS is forwarded to the President for approval. The NMSD may be used to determine the CJCS position on matters of strategic importance for use in National Command Authority (NCA)-directed actions. The NMSD also gives the SECDEF supporting documentation for consideration during the preparation of the DPG. The NMSD consists of the NMS, the contextual setting summarized from the JSR, recommended national military objectives derived from national security objectives, an updated intelligence appraisal from the JSR, recommended fiscally constrained force levels that conform to SECDEF fiscal guidance, a presentation of military strategy and force options including security assistance recommendations, the Chairman's Net Assessment for Strategic Planning (CNASP), and evaluation of associated risks, and the Risk Evaluation Force in tabular form for the last year of the planning period. An additional document, called the National Military Strategy Report (NMSR) is a congressionally-mandated report which includes aspects of the Joint Military Net Assessment (JMNA), NMS, and NMSD. It is not an explicit part of the planning process.

**1.2.4. Chairman's Program Assessment (CPA).** The CPA provides the Chairman's assessment of the Program Objective Memorandum (POM) force to assist the SECDEF in decisions on the defense program subsequent to receipt of the POMs. The CPA summarizes the views of the Chairman on the balance and capabilities of the POM force and the support levels to attain US national security objectives.

**1.2.5. Joint Military Net Assessment (JMNA).** The JMNA, although not technically part of the JSPS, is prepared for the SECDEF by the Chairman in consultation with the other members of the JCS and the CINCs. It is submitted annually to the SECDEF for his approval and submission to Congress in conjunction with

the submission of the defense budget. The JMNA fulfills the SECDEF's statutory duty to submit to Congress an annual comprehensive net assessment of the defense capabilities and programs of the Armed Forces of the United States and its allies as compared with those of their potential adversaries.

**1.2.6. Joint Strategic Capabilities Plan (JSCP).** While functionally a result of the deliberate planning process, the JSCP is a formal part of the JSPS. It contains short-range (2-3 years) guidance to the commanders of unified and specified commands and the Chiefs of the Services concerning military tasks assigned to them. JSCP is more fully described in Section D below on deliberate planning (Paragraph 1.6.).

### **1.3. Air Force Planning Process:**

**1.3.1. Air Force Strategy Review (AFSR).** The AFSR is a bottom-to-top review of strategic planning issues, conducted with participation from major commands, field operating agencies, and Headquarters US Air Force, which is accomplished as required in conjunction with the BPPBS cycle. It performs three functions:

1.3.1.1. It ensures the capabilities and attributes of air power are effectively incorporated in strategic planning.

1.3.1.2. It serves as the Air Force's means of identifying USAF issues for inclusion in the Joint Strategy Review process.

1.3.1.3. It provides the SECAF and CSAF with the recommended Air Force position in discussions on the Service's input to the NMSD and the DPG.

**1.3.2. The USAF Plan.** The USAF Plan expresses the core strategic guidance of the Secretary of the Air Force and Chief of Staff, USAF. The USAF Plan exists to connect the planning process, which sets resource priorities, and the programming process, which translates those priorities into military forces. It is a flexible, multidocument effort which accomplishes three primary functions. First, it establishes and develops planning priorities for the Air Force. These priorities are described in terms of "core capabilities" which link national military strategy and objectives to the future AF program and budget. Second, it expresses the result of the USAF planning process in a form normally referred to as the Planning Force. The Planning Force draws from the executive guidance of the SECAF and CSAF, analysis of threats, opportunities, and resources, and USAF concepts for accomplishing national military objectives. The third function of the USAF Plan is to provide guidance to the programming functions within the Air Staff. Such guidance is normally expressed

through use of a Programming Force. Unlike the Planning Force, the Programming Force focuses on force structure for the next POM to be built, and applies near-term USAF and OSD fiscal guidance (as opposed to long-term resource forecasts). While document titles and formats in the USAF Plan have been subject to periodic change, reflecting a dynamic planning environment, the basic objective of the USAF Plan is to allow the SECAF and CSAF to determine, communicate, and implement a rational allocation of limited Air Force resources.

**Section C--Programming and Budgeting.** Programming translates strategy and force requirements, developed by the military in the NMSD, into a time-phased program to procure forces with available resources. The central purpose of this complex process is to produce the annual DoD budget. In January, the President approves and sends to OSD and the Services, Fiscal Forecasts and Guidance (FF&G) developed by the Office of Management and Budget (OMB). The Services use this information about the value of a dollar and forecast availability to determine purchasing limitations.

**1.4. Biennial Planning, Programming, and Budgeting System (BPPBS).** The BPPBS is the third major system related to the overall joint planning and execution process. This DoD resource management system is concerned with allocating resources (forces, equipment, and support) to meet the warfighting needs of the CINCs. BPPBS translates strategy and force requirements developed by the military in the NMSD into budgetary requirements that are presented to Congress.

**1.4.1. Defense Planning Guidance (DPG).** The DPG generally is considered to be the link between planning and programming which gives the official planning guidance to the military departments for developing their Program Objective Memorandums (POMs). It is drafted by the Under Secretary of Defense for Policy (USD(P)) with the assistance of a DPG Steering Group, which relies on extensive dialogue between OSD, the Joint Chiefs of Staff, the CINCs, and the Services. The USAF Plan draws on the DPG for overall direction. It sets out additional, tailored guidance for the development of the Air Force program, and serves to integrate the planning and programming phases of the BPPBS within the Air Force.

**1.4.2. Program Objective Memorandums (POM).** The military departments' POMs are normally sent to the SECDEF in April. The CINCs give their warfighting requirements to the Services during POM development. The CINCs' highest priority needs also are sent to the SECDEF and CJCS by means of Integrated Priority Lists (IPL).

**1.4.3. Issues.** The OSD staff prepares a set of potential issues, i.e., alternatives to some of the programs included in the POMs. Other potential issues are prepared by the CINCs and OMB. All potential issues are examined by the Program Review Group, which agrees on a set of candidate issues to be considered by the Defense Program Review Board (DPRB). The DPRB makes the final selection from the list of candidates, and the OSD staff begins to prepare individual papers summarizing each selected issue. The Services and OMB help to formulate the issue papers, and the JCS and CINCs also supply inputs. The individual issues are combined into eight issue books: policy and risk assessment, nuclear forces, conventional forces, modernization and investment, readiness and other logistics, manpower, intelligence, and management initiatives. These books are then considered by the DPRB. Before the DPRB meetings, the issue books are circulated to other OSD staff, the JCS, the CINCs, and the Services for review and comment. Comments are included with the issue book package considered by the DPRB.

**1.4.4. Program Decision Memorandums (PDM).** The DPRB has many meetings over a 2 to 3 week period to resolve the issues. The CINCs are invited when their issues are under consideration. The Service Chiefs and the Vice Chairman of the JCS attend DPRB meetings. Each issue book is the subject of a two-to-three-hour meeting, after which the DPRB reaches a tentative decision. After all the books have been reviewed individually, a wrap-up meeting is held to evaluate the total effect of the tentative decisions on the program. Open issues are resolved, and final decisions are reached and recorded in PDMs around the beginning of August.

**1.4.5. Budget Estimate Submission (BES).** Each of the military departments and defense agencies forwards its BES to the Department of Defense Comptroller. The BES is traditionally due in September. It includes the prior year, current year, budget year, and budget year plus one (more for authorized programs) data per the Budget Guidance Manual and supplementary memorandums. Budget Estimates are prepared and submitted based on the approved program as well as current economic assumptions contained either in the PDMs or in detailed budget guidance issued each year. On receipt of the submission, the Comptroller's program and budget office begins the joint OSD and OMB hearings to review the submission. These hearings, jointly conducted by OSD and OMB representatives, are attended by appropriate members of the Joint Staff and OSD staffs. The military departments make presentations concerning their submissions and respond to questions. The DPRB meets when appropriate.

**1.4.6. Program Budget Decisions (PBD).** The hearings are conducted to obtain additional information needed to draft PBDs. The entire budget is reviewed to ensure that the requests are properly priced, program schedules are appropriate, and estimates are in line with the objectives of the SECDEF. Approval of the estimates for inclusion in the President's Budget is documented by PBDs. These decisions evaluate, adjust, and approve all resources in the budget request. Although the responsible budget analyst has the lead in developing the PBD, other OSD staff personnel furnish appropriate recommendations and support. When each individual PBD is written, it is coordinated with OMB and the Under Secretaries and Assistant Secretaries of Defense. Draft PBDs are provided to the Services for comment. In the Air Force, these drafts are reviewed by the Budget Review Group (BRG), a group of Air Staff and Secretariat officers, chaired by the Assistant Secretary - Budget, which evaluates the impact of OSD alternatives in the PBDs and recommends acceptance or appeal to the Secretary of the Air Force. The BRG also identifies candidates for major budget issues that the SECAF may consider addressing in the DPRB. PBDs are sent with a cover memorandum that identifies any unresolved issues to the Deputy Secretary of Defense, who then chooses one of the alternatives or directs a new one, and the signed PBD goes to the military department and CINCs. If the department appeals a PBD, the reclama is processed through the same channels as was the PBD. The Deputy Secretary of Defense makes the final decision. An opportunity is offered as near the end of the review cycle as possible for the military department secretaries and Service Chiefs to discuss with the SECDEF those major budget issues that merit his personal review. During this final phase of BPPBS, the JCS and CINCs assess the impact of PBDs on warfighting capabilities of the unified and specified commands. The concerns of the JCS and CINCs are presented to the CJCS, who discusses them with the SECDEF.

**1.4.7. Defense Budget.** If at the end of the process, OMB or DoD feels that unresolved differences remain, these issues are raised when the SECDEF and Director, OMB, meet with the President. Once all the final budget decisions are made, the DoD budget then becomes a part of the President's Budget that will be submitted to the Congress in January. Once the President signs Congress's appropriation act into law, OMB can begin apportioning funds to the federal departments. The Services execute the budget, new forces and capabilities are procured, and the CINCs update their operation plans (OPLAN), as required.

#### ***Section D--The Deliberate Planning Process***

**1.5. Contingency Planning Guidance (CPG).** Through the CPG, the SECDEF fulfills his statutory duty to provide the CJCS annual written policy guidance for contingency planning. It is approved by the President after coordination with the CJCS. The CPG focuses the guidance provided in the NMSD and the DPG for specific tasking in the JSCP.

**1.6. Joint Strategic Capabilities Plan (JSCP).** After the DPG and CPG are published, the Joint Staff prepares the next JSCP for CJCS approval. The JSCP contains guidance to the commanders of unified and specified commands and the Chiefs of the Services for the accomplishment of military tasks in the short-range period (2 - 3 years). These tasks are based on the capabilities of available forces, intelligence information, and any guidance issued by the SECDEF in the CPG. The JSCP directs the development of plans to support national security objectives by assigning tasks and apportioning major combat forces to the commanders of unified and specified commands. As a capabilities planning document, it represents the last phase of resource management. It tells how to use the output from the BPPBS.

**1.6.1.** The JSCP, normally published biennially, provides guidance to the CINCs and the Service Chiefs for the accomplishment of military tasks, based on projected military capabilities and conditions during the short-range period. The JSCP provides the military objectives that are derived from the national security objectives. The JSCP is central to planning in the JOPES context; it is the initiating document that tasks supported and supporting commanders to produce joint plans. The JSCP provides guidance for the development of plans to support national security objectives and assigns planning tasks to the CINCs. It also apportions forces and other resources to the supported commanders for deliberate planning, crisis planning, and execution. The JSCP consists of the basic volume and appropriate annexes.

**1.6.1.1.** The JSCP Basic Volume:

**1.6.1.1.1.** Provides a strategic military framework that ties CINC, JCS, and NCA actions together to respond to crises.

**1.6.1.1.2.** Provides strategic guidance across the full spectrum of conflict from preconflict deterrence measures through force deployment and employment.

**1.6.1.1.3.** Assigns planning tasks to the CINCs and, where appropriate, specifies the type of plan required for each task. Any new or modified tasks assigned subsequent to publication of JSCP are reflected as a

change (Note to Holders) to the current document or will be included in the next revision.

1.6.1.1.4. Contains planning guidance governing the development of plans to accomplish the tasks assigned.

1.6.1.1.5. Includes planning guidance to the Service Chiefs for the support of the CINCs in the execution of assigned tasks.

1.6.1.1.6. Requires that JCS be advised if a CINC determines that the forces and/or resources made available for planning in the JSCP or made available by the Services are inadequate to accomplish an assigned task or that other serious limiting factors exist.

1.6.1.1.7. Identifies the in-place and augmenting forces (major combat elements) available under various conditions of mobilization to be used in developing course of actions (COA) or OPLANs.

1.6.1.1.8. Provides general planning guidance for the use of forces and resources in developing more detailed plans and references for service publications.

1.6.1.1.9. Provides service-unique and force-unique information and limitations on the use of specific forces as required to meet plan taskings.

1.6.1.1.10. Cites service documents available to aid in determining, for planning purposes, the availability of forces or resources not shown in the basic volume or the annexes.

1.6.1.2. JSCP Annexes. The annexes to the JSCP provide planning guidance, indicate capabilities, and amplify basic volume taskings within the functional areas implicit in their titles. The following annexes support the basic JSCP volume:

1.6.1.2.1. Annex A (Intelligence).

1.6.1.2.2. Annex B (Logistics).

1.6.1.2.3. Annex C (Nuclear).

1.6.1.2.4. Annex D (Psychological Operations).

1.6.1.2.5. Annex E (Special Operations).

1.6.1.2.6. Annex F (Chemical Warfare; Nuclear, Biological, and Chemical Defense; Riot Control Agents; and Herbicides).

1.6.1.2.7. Annex G (Mapping, Charting, and Geodesy).

1.6.1.2.8. Annex H (Counter-C<sup>3</sup>).

1.6.1.2.9. Annex I (Command and Control Systems).

1.6.1.2.10. Annex J (Mobility).

1.6.1.2.11. Annex K (Military Deception).

1.6.1.2.12. Annex L (Civil Affairs).

1.6.1.2.13. Annex M (Electronic Warfare).

1.6.1.2.14. Annex N (Mobilization).

1.6.1.2.15. Annex O (Forward Presence Operation)

1.6.1.2.16. Annex X (Special Access Programs)

**1.7. Joint Operation Planning and Execution System (JOPES).** JOPES is the joint command and control system for conventional operation planning and execution (to include theater-level nuclear and chemical plans). JOPES directly supports the NCA and encompasses the Resource and Unit Monitoring, Conventional Planning and Execution, and operational and information elements of the Worldwide Military Command and Control System (WWMCCS). JOPES comprises the software policies and procedures which replaced the Joint Operations Planning System (JOPS) and the Joint Deployment System (JDS). JOPES translates force allocation and planning tasks into adequate, feasible, executable OPLAN and Operation Orders (OPORD). It is the source of information for reports to the NCA and NSC and a source of data for analysis by the JSPS and BPPBS. All joint, conventional OPLAN Time-Phased Force and Deployment Data (TPFDD) are developed by and reside in JOPES.

**1.8. USAF War and Mobilization Plan (WMP).** The WMP provides the Air Staff and Air Force commanders current policies, planning factors, and forces for conducting and supporting wartime operations. It establishes requirements for developing mobilization and planning programs for industrial production to support sustained contingency operations of the programmed forces. It encompasses all basic functions necessary to match facilities, personnel, and materiel resources with planned wartime activity. The WMP consists of six volumes:

**1.8.1. Volume 1, Basic Plan and Supporting Annexes (WMP-1).** WMP-1 provides major commands and HQ USAF staff agencies a consolidated reference source for general policies and guidance for mobilization planning and the support of combat forces in time of war. The Basic Plan addresses the general situation, mission,



concept of operations, and execution tasks for Air Force forces in regional conflicts. WMP-1 functional annexes provide more detailed guidance for near-term support forces to aid Air Force planners in developing war and contingency plans. The WMP-1 provides the basic guidelines, references, and considerations needed to develop Air Force plans and to conduct operations during war and contingencies. As a central reference source, WMP-1 aids in standardizing Air Force plans and the planning process for each planning cycle.

**1.8.2. Volume 2, Plans Listing and Summary (WMP-2).** The WMP-2 is a three-part document. Parts 1 and 2 contain consolidated listing of US Air Force and MAJCOM war and contingency plans. Part 3 includes unified and specified command plans for which the Air Force provides support. MAJCOMs and Air Staff directors responsible for publishing plans (OPLANs, operation plans in concept format (CONPLAN), and other plans) will prepare and maintain listings of their current contingency plans and the unified and specified command plans they support. WMP-2 is updated annually by AF/XOXW. The preferred update method is for holders of listings to make legible pen-and-ink changes to reproduced pages from the latest WMP-2 document. This allows better use of desk top publishing software and helps preclude typographical errors. Reproduced listings should consist of each command's/staff's current contingency plans, with special emphasis on the date of the basic plan and the date of the most recent change. OPLANs and operation orders that deal only with peacetime matters should not be included. Each command staff and agency should update their command's listing in Part 2, and update Part 3 listings to ensure Column 5 ("Participating USAF Commands/Supporting Plans") reflects their plans which support each respective unified/specified command plan. Unified command components (AFLANT/ACC, AFSOC, AFSPACECOM, AMC, PACAF, USAFE, USCENTAF, USSOUTHAF) will submit updates to their respective unified command's listing in Part 3. Legible pen-and-ink changes to reproduced copies of the unified listings are again preferred. Column 4, Date of Basic Plan (Last Change), reflects the date on the basic document, not the date of JCS approval of the plan. Plan listings should be submitted to HQ USAF/XOXW by 15 December each year for inclusion in WMP-2. WMP-2 is published and distributed on or about 31 January each year, and serves as a reference document for Air Force and Joint Staff planners in support of JSCP and Air Force planning requirements.

**1.8.3. Volume 3, Combat and Support Forces (WMP-3).** WMP-3 is the starting reference document for Air Force deliberate war planning. It is divided into three parts. Part 1 contains aviation combat forces. Part 2

contains support forces. Part 3 contains a listing of Unit Type Codes (UTC) for Air Force planning. The WMP-3 data base is accessible in WWMCCS through the Contingency Operation/Mobility Planning and Execution System (COMPES) Operation Planning Module (OPSMOD) system and is also published in hard copy to provide a reference document for non-COMPES capable planners.

**1.8.3.1. WMP-3, Part 1,** lists all available combat forces by type aircraft, unit identification, unit availability date, and scenarios or theaters for which they are apportioned for deliberate planning. The forces listed are actually a "snapshot" of available (in-being or programmed) Air Force aircraft apportioned to each theater as of the date specified in WMP-3 and in relation to the OPLAN effective period. Force structure is based on the annual President's Budget with approved Program Change Requests (PCR). HQ USAF/XOXW hosts a wartime beddown conference prior to initiation of each planning cycle with supported and supporting command representatives to finalize available forces, apportionments, capabilities, and wartime beddown locations within each theater for the applicable planning scenario.

**1.8.3.2. WMP-3, Part 2,** contains available support forces, listed by UTC, that are apportioned to each theater. Air Staff and MAJCOM functional area managers closely coordinate listings of available forces to ensure maximum deployable support forces are available and accurate capability planning data is being used for OPLAN development. Part 2 includes programmed forces with the same force "snapshot" used in WMP-3, Part 1.

**1.8.3.3. WMP-3, Part 3,** is a listing of all Air Force UTCs approved for planning. Each listed UTC contains the UTC's mission capability statement as well as deployment characteristics of the UTC in terms of personnel and cargo tonnage requiring transportation. UTCs are updated quarterly within the COMPES system.

**1.8.4. Volume 4, Wartime Aircraft Activity (WMP-4).** WMP-4 is governed by this manual and, AFI 25-101 and AFI 25-102. WMP-4 reflects the most current MAJCOM planning, positioning, and employment activity of aviation forces tasked in support of OPLANs. Activity is reflected for each geographical location (GEOLOC) that has aircraft passing through it or operating out of it in wartime. WMP-4 also contains Mission Oriented Items Activity (MOIA) and Non-Aircraft Unit Related Ration Requirements.

**1.8.4.1. The Wartime Aircraft Activity (WAA)** is presented in WMP-4, Parts 1 through 3. Part 1 (Current

Year) and Part 2 (Outyear 1) correspond to the JSCP OPLAN effective period. Part 3 (Outyear 2 through 6) summarizes WMP-5 sortie allocations in 30-day increments by employing command for comparison to projected outyear employment roles and the percentage each mission design series is expected to be flown in each role. WAA resides in a data base that is updated using the Wartime Aircraft Activity Reporting System which is accessible using the Contingency Operation/Mobility Planning and Execution System (see Chapter 3).

1.8.4.2. The MOIA is presented in WMP-4, Part 4. This portion of WMP-4 identifies missile requirements by type and quantity in support of global and regional OPLANs.

1.8.4.3. The Non-Aircraft Unit Related Rations Requirements is presented in WMP-4, Part 5. This portion of WMP-4 identifies meal ready-to-eat (MRE) requirements in support of personnel at deployment and employment locations. It also includes MRE requirements in support of personnel assigned to, and/or being deployed to, missile sites.

**NOTE:** The War Consumables Distribution Objectives (WCDO) identifies MRE requirements to support aircrews associated with wartime aircraft activity in Parts 1 through 3.

1.8.4.4. As necessary, MAJCOMs must reproduce applicable portions of WMP-4 and distribute them to subordinate units, including AFRES and ANG units.

**1.8.5. Volume 5, Basic Planning Factors and Data (WMP-5).** WMP-5 provides approved US Air Force planning factors for expenditure of all war consumables (except munitions, fuel tanks, launchers, racks, adapters, and pylons) supporting wartime flying activities.

1.8.5.1. WMP-5 factors, together with forces data provided in the WMP-3 and the WAA in the WMP-4, provide the basis for planning and prepositioning war reserve materiel (WRM) for the Force and Financial Program (F&FP) period.

1.8.5.2. This volume includes the only HQ USAF-approved wartime sortie and attrition rates, and sortie durations by type aircraft used for WRM planning.

**1.8.6. Volume 6, Air Force Industrial Mobilization Plan (WMP-6).** WMP-6 contains the basic plan and seven annexes giving broad guidance to Air Force major command and field operating agencies (FOA) responsible for logistics support and the emergency production of aircraft, munitions, consumables, spare parts and support equipment. Based on centralized planning and decentralized execution, WMP-6 describes the Air Force

process of responding to world events with a system of graduated industrial mobilization response levels that allow a range of actions from peacetime deliberate planning to total mobilization during a national emergency.

#### **1.9. US Air Force Functional Area Manager (FAM)**

**Tasking.** Every deployable unit, asset, or capability in the Air Force is managed by an Air Force functional area manager (FAM). The designated functional area manager is responsible for managing those assets to meet the peacetime and wartime needs of the Air Force. Chapter 9 details the specific functional area managers' responsibilities in the deliberate planning process.

#### **1.10. US Air Force Major Command, Field Operating Agencies, and Air Component Command Plans.**

Tasked US Air Force MAJCOMs, FOAs, and Air Component Commands write supporting plans for unified and specified command contingency plans using the guidance and formats in this manual and the USAF WMP series documents.

1.10.1. MAJCOMs and FOAs not tasked to write supporting plans for unified or specified command plans will prepare a supporting plan in accordance with specific functional guidance in the current USAF WMP series documents. Annexes appearing in this manual which do not apply to the MAJCOM/FOA will be listed as "not applicable" in the MAJCOM/FOA basic plan. These supporting plans will be submitted to HQ USAF/XOX within 180 days after publication of the USAF WMP-1, for final review and approval.

1.10.2. Required revisions to USAF supporting plans driven by a change to the USAF WMP series documents must be forwarded to HQ USAF/XOXW for review within 90 days after the change to the USAF WMP is published.

### ***Section E--Summary of DoD System Relationships***

#### **1.11. DoD System Relationships:**

1.11.1. National security policy is developed through the NSCS and, when approved by the President, is implemented by National Security Decision Directives (NSDD). The policy decisions that flow from the NSCS provide a basis for the initiation of the BPPBS and JSPS. Guidance for the conduct of time-sensitive planning and execution under JOPES may also flow through the NSCS.

1.11.2. The JSPS provides the basis for formulating the nation's military strategy and resource needs. Two of its elements, the NMSD and JSCP, initiate the BPPBS and the peacetime planning process of JOPES, respectively.

1.11.3. The BPPBS is concerned primarily with the acquisition of those resources necessary to meet the threat and to execute the strategy identified in the NMSD. Then, based on an evaluation of service POMs, the CPA provides a risk assessment to the BPPBS.

1.11.4. The JOPES deliberate planning process is initiated by the JSCP, which provides taskings, specifies

planning guidance, and apportions forces and resources. It focuses on near-term military planning and the most effective use of military resources. JOPES provides an automated channel for distribution of the JSCP planning tasks and force and resource apportionment. The BPPBS is enhanced by having JOPES applications and data available to support analyses of force structuring options during the budget cycle.

## Chapter 2

### AIR FORCE PARTICIPATION IN THE JOINT OPERATION PLANNING AND EXECUTION SYSTEM (JOPES)

#### *Section A--Relationship of Air Force Planning to JOPES*

**2.1. Description of JOPES.** JOPES is the DoD-directed, JCS-specified conventional command and control system for joint operation planning and execution. Published in three volumes, JOPES establishes the policy, procedures and system to be used in both deliberate and crisis action planning of joint operations.

2.1.1. The three volumes of JOPES are summarized below.

2.1.1.1. Joint Pub 5-03.1, JOPES, Volume I, *Planning Policies and Procedures*, provides policy guidance and procedures for the peacetime and crisis action development, coordination, dissemination, review, approval and implementation of joint OPLANs and CONPLANs tasked by the JSCP or other JCS directives.

2.1.1.2. Joint Pub 5-03.2, JOPES, Volume II, *Planning and Execution Formats and Guidance* (along with its classified supplement), is functionally oriented. It prescribes standard formats and minimum content requirements for OPLANs and CONPLANs. It supplements JOPES, Volume I, with planning guidance and, in a classified supplement (Joint Pub 5-03.21) to Volume II, provides formats for selected classified appendices and tabs.

2.1.1.3. Joint Pub 5-03.3, JOPES, Volume III, *Automated Data Processing (ADP) Support*, establishes the Worldwide Military Command and Control System (WWMCCS) ADP standard system which supports the planning of joint military operations. JOPES application software provides automated assistance for developing and refining the JOPES data base.

**2.2. Relationship of JOPES to Air Force Organization.** The functional structuring of joint operation plans in JOPES annexes and appendixes is not

necessarily keyed to the unique organizational structure of each of the Military Services. As a result, the Air Force requires additional functional annexes to those prescribed in JOPES. Furthermore, subordinate air commands may require additional annexes and appendices to those prescribed by HQ USAF in this manual. (As a result, when JCS or HQ USAF adds a new annex or appendix, it may be necessary for subordinate commands to renumber portions of their OPLANs during the next update cycle.)

2.2.1. Functional areas are normally addressed in appendices to annexes in which there is an Air Force functional relationship. In such cases, functional area planners prepare the appendix to the annex and submit it to the office responsible for the annex. These functional area planner responsibilities are identified in Chapters 9 through 33 of this manual. Sample plan formats are contained in attachments 2 and 3.

2.2.2. The office responsible for the plan ensures the published plan includes all applicable annexes in the format specified by the Joint Staff.

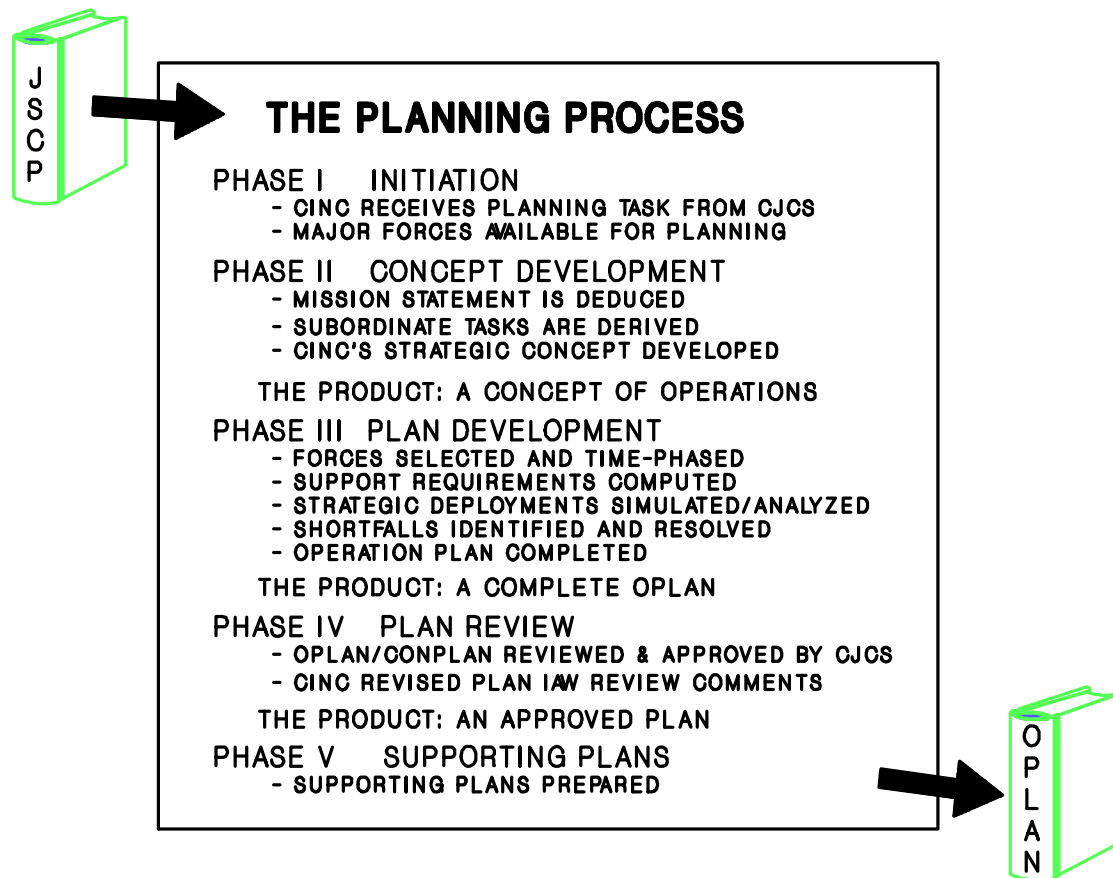
**2.3. Changes to JOPES.** JOPES, Volumes I through III, are reviewed periodically by the Joint Staff and Service Headquarters. Recommended changes may be submitted at any time to the War and Mobilization Plans Division (HQ USAF/XOXW). MAJCOMs or numbered Air Forces who also act as component commands are required to send an information copy of these recommendations to their parent unified command.

#### *Section B--Development Guidelines for Preparing MAJCOM Operation Plans*

**2.4. Planning Process.** The joint operation planning and execution process begins when the Joint Chiefs of Staff assign a planning task to the commander of a unified or specified command and ends when the plan is implemented or rescinded. Similarly, the Air Force operation planning process begins when the unified

commander assigns a task to the Air Force component commander and ends when the plan is implemented or rescinded. A detailed flow chart of the deliberate planning process is shown in figure 2.1. The supported commander is authorized to task supporting commands and Department of Defense agencies to participate in the

planning process. The supported commander may also request JCS assistance in obtaining planning support from agencies outside the DoD. Supporting commands and agencies should be informed of support requirements as early as possible in the planning process.



**Figure 2.1. The JOPES Deliberate Planning Process.**

**2.4.1. Initiation Phase.** In the initiation phase, planning tasks are assigned, major combat forces and strategic transportation assets are apportioned for planning, and the groundwork is laid to begin planning. JCS apports forces to the unified commanders via the JSCP. The commander of a unified command informs his Service component commanders of the major combat forces available for planning. Concurrently, HQ USAF advises the component Air Force commanders, via the War and Mobilization Plan (WMP), of the resources available to support joint requirements.

**2.4.2. Concept Development Phase.** During the concept development phase, the mission is derived by the combatant commander from the assigned task. Planning guidance is issued to the combatant commander's staff and information on the situation is collected and

analyzed. From this, the staff proposes and analyzes tentative courses of action (COA), the combatant commander selects the best COA which the staff develops and documents as the CINC's Strategic Concept. By the authority of CJCS, the Joint Staff reviews the CINC's Strategic Concept, which when approved by CJCS, becomes the plan's Concept of Operations.

**2.4.2.1.** As a preliminary step in the operation planning process, planners from various functional areas may be tasked to produce "estimates of the situation." The format for the estimate of the situation may be tailored to suit the functional area and specific needs of the OPLAN being supported. Sample formats are provided in attachment 4. These estimates may be required by the unified or component command staff to assist the

commander in deciding the overall course of action and concept of operations. The Commander's Estimate should be used by the planner as a reference document for drafting the functional area input to the OPLAN.

2.4.2.2. The Air Force component commander uses HQ USAF policy and guidance to prepare and send the necessary data to the unified command for inclusion in the basic OPLAN.

2.4.3. **Plan Development Phase.** In the plan development phase the combatant commander's staff and the staffs of service components develop a detailed transportation-feasible flow of resources into the theater to support the concept (see figure 2.3). Forces are selected and time-phased, support requirements are determined, and the strategic transportation flow is computer simulated. The information that is required for the plan, that is, the combat and support units along with the equipment and supply support, is collected in the

Time-Phased Force and Deployment Data (TPFDD) file. This phase ends when the fully documented OPLAN, including the TPFDD, is forwarded to CJCS for review and approval.

2.4.4. **Plan Review Phase.** The plan review phase is a formal element of the deliberate planning process. Even before this phase begins, the OPLAN has received a concept review. In this phase all elements of the plan are submitted to CJCS for review, assessment, and validation as to adequacy and feasibility.

2.4.5. **Supporting Plan Phase.** In the supporting plan phase, each subordinate and supporting commander who is assigned a task in the CINC's plan prepares a supporting plan. The supporting commander submits these plans to the supported combatant commander for review and approval. Figure 2.2 depicts the flow of plans tasking.

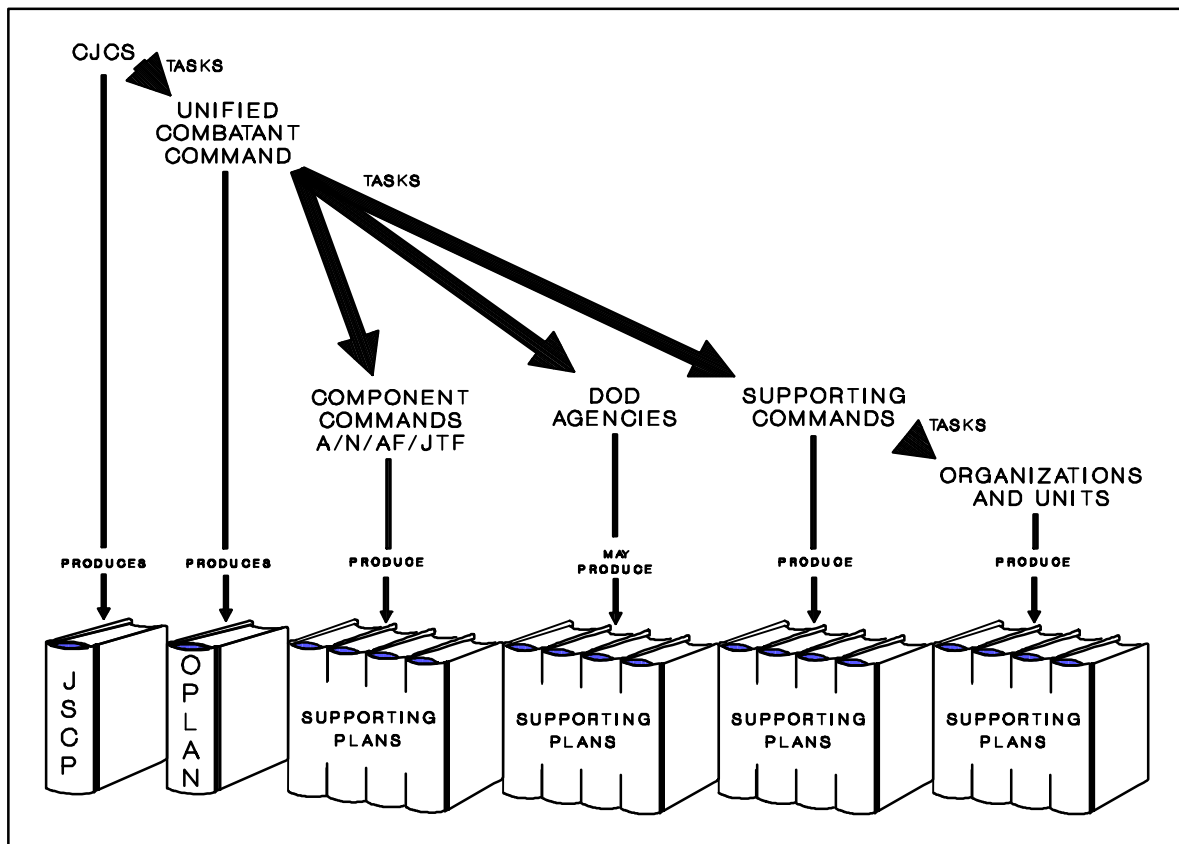
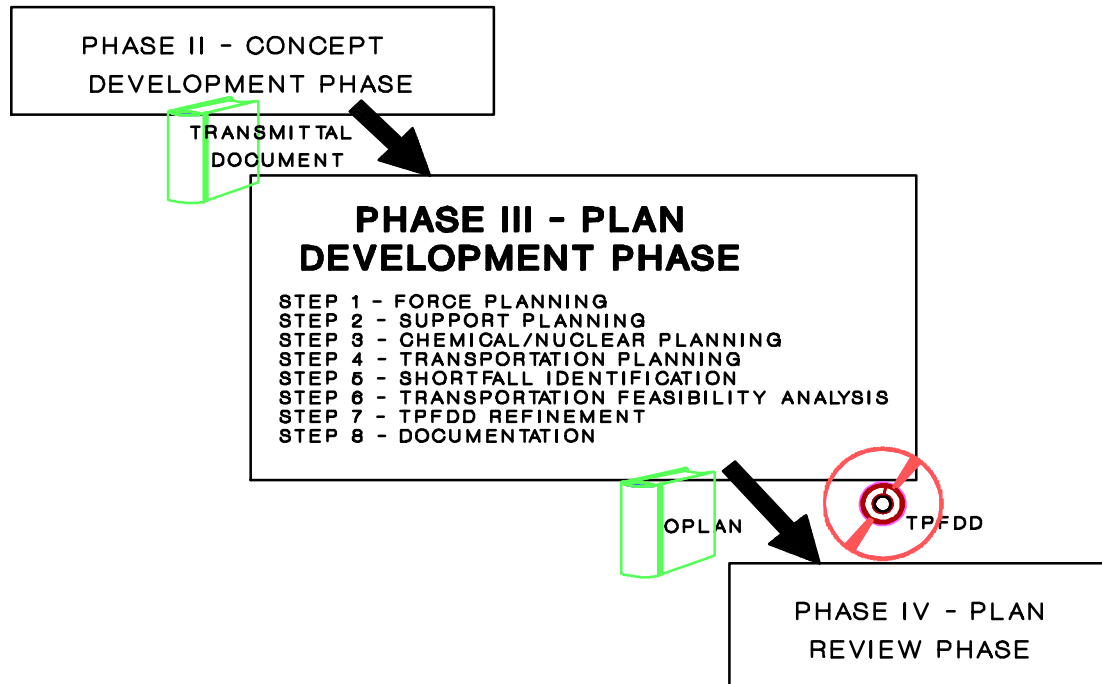


Figure 2.2. Plan and Supporting Plans Development Process.



**Figure 2.3. Plan Development Phase.**

## 2.5. US Air Force Planning Guidance:

**2.5.1. Deliberate Planning.** Planning guidance to be used in the development of supporting plans is published in this manual and the USAF WMP, Volumes 1 through 5. The WMP-3 force availability data represent the maximum level of forces that can be sourced in OPLANs.

**2.5.2. Crisis Action Planning.** Crisis Action Planning (CAP) guidance and procedures are described in this manual and Joint Pub 5-03.1, JOPEs, Volume I.

**2.6. Format, Content, and Administrative Guidance.** MAJCOMs must standardize supporting OPLANs and CONPLANs submitted to the unified commands and HQ USAF for review.

**2.6.1.** General administrative instructions for preparing operation plans are contained in JOPEs, Volumes I and II. This manual mainly summarizes the major aspects of JOPEs guidance. Chapter 8, attachment 2, and attachment 3 contain expanded details on administrative procedures and OPLAN formats.

**2.6.2.** For base level planning, MAJCOMs must establish standard formats consistent with this manual; AFI 10-404, *Base Support Planning*; and base use planning documents, to be used in satisfying base-level operation planning requirements. When mobilization is envisioned, AFI 10-402, *Mobilization Planning*, also applies.

**2.6.3.** As a minimum, base-level plans must address mobility, mobilization (if appropriate), reception, employment, deployment, and sustainment planning required for the combat force to accomplish its mission. All installations with a wartime mission, regardless of size or location must develop base support plans according to AFI 10-403, *Deployment Planning*, to define their wartime activities.

## Section C--Procedures for Developing OPLANs

**2.7. Forces for Operation Planning.** Major combat forces are apportioned for operational planning in the JSCP. Other forces available for planning are listed in JSCP annexes and Service documents. Each Service, through the Service component commander, will identify support forces of all types and those combat units not included in the JSCP whose employment may be required.

### 2.7.1. General Procedures:

**2.7.1.1.** Procedures contained in Chapter 4 will be followed for TPFDD development, content, and submission.

**2.7.1.2.** When standard US Air Force Manpower and Equipment Force Packaging System (MEFPAK) or JCS Type Unit Data File (TUCHA) (formerly Type Unit Characteristics File) data are used as described in

Chapter 6, only JOPES Reporting System (JOPESREP) force identification data are required when requesting force elements (see Chapter 7). Nonstandard force elements are requested as prescribed in Chapter 4.

2.7.1.3. When developing the TPFDD, force planners must not exceed force or support quantities or availability times contained in WMP-3. The TPFDD will comply with the supported CINC's Letter of Instruction (LOI).

2.7.1.4. Commanders must determine the overall feasibility and suitability of each contingency OPLAN developed to support unified and specified command OPLANs. The planning checklists in attachment 5, should be used as a guide to determine the feasibility of the planned operations.

**2.8. Preplanning Conferences.** Preplanning conferences are not normally required; however, if the Air Force component command with plan responsibility deems it necessary, approval for a conference must be obtained from HQ USAF/XOXW or the functional area having primary review responsibility for that plan. The participating agencies determine location, representation, and agenda.

**2.9. Developing and Coordinating the JOPES Time-Phased Force and Deployment Data (TPFDD).** Effective JOPES TPFDD development by the Air Force component command requires extensive coordination and data exchange within and among Air Force MAJCOMs before the TPFDD is submitted to, and approved by, the unified command. This planning is accomplished using the procedures outlined in Chapter 4.

2.9.1 In addition, functional planners at both MAJCOM and base levels must ensure adequate coordination is achieved in situations where the requirements of one function impact on the requirements of another. An example is the requirement for access into the theater command and control radio network by deploying forces. The operational planner must identify the requirement to the information systems planner who includes it in Annex K of the OPLAN and shows how the requirement is supported.

2.9.2 For deliberate planning, HQ USAF and supporting MAJCOMs will be given adequate time to review the TPFDD both before and after the Air Force sourcing conference.

2.9.3. Commanders at all levels must establish procedures to facilitate this coordination.

**2.10. Air Staff Review of Component Command TPFDD.** To ensure the proposed TPFDD for a

developing OPLAN is complete and provides a viable base for execution planning (should execution be necessary prior to OPLAN approval), HQ USAF reviews force requirements for unified command OPLANs before they are submitted to the supported CINC. Accordingly, Air Force component commands of supported CINCs must make their preliminary TPFDD available to HQ USAF/XOX for review. In coordination with applicable Air Staff agencies, HQ USAF/XOX provides comments on substantive issues to the component command. The command then updates its TPFDD before submission to the supported CINC. The Air Staff review is conducted at the same time the MAJCOMs review the TPFDD.

**2.11. Reviewing Component Command Supporting Plans.** After submitting a completed supporting OPLAN to a supported CINC, the component command forwards copies to the Air Staff OPR (HQ USAF/XOX). If the supporting OPLAN needs further review, HQ USAF/XOX directs the review and provides comments to the MAJCOM within 30 days.

**2.12. Formal OPLAN Review.** After the supported CINC submits the OPLAN to CJCS, the Joint Staff requests Air Staff review of the plan.

2.12.1. HQ USAF Deputy Director for Regional Plans and Issues (HQ USAF/XOXX), as the Air Staff OPR for unified and specified command plans, conducts the formal review, tasking Air Staff functional area OPRs to participate.

2.12.2. Tasked Air Staff agencies review the basic plan and provide comments within 15 days to HQ USAF/XOXX.

2.12.3. HQ USAF/XOXX consolidates the Air Staff position on the OPLAN being reviewed and provides comments to the Joint Staff through HQ USAF/XOXJ, Joint Matters.

**2.13. Review of Supporting MAJCOM OPLANs.** Supporting MAJCOMs must submit their OPLANs to the Air Force component command which has primary planning responsibility. The component command reviews the submitted OPLANs and advises the MAJCOMs if the OPLANs require changes. Supporting MAJCOMs providing supplemental guidance to this manual will include guidance and procedures for command gained units to review OPLAN and identify discrepancies between taskings and actual unit capabilities/authorizations. Mission limiting discrepancies are to be identified to the MAJCOM OPR for OPLANs and appropriate functional area managers, through command channels. Such reviews are

commonly referred to as unit supportability estimates or feasibility studies.

**2.14. Issues Surfaced During OPLAN Review.** Issues surfaced during the OPLAN review that warrant attention by other Air Force agencies must be sent to those agencies for action.

#### ***Section D--Procedures for Developing CONPLANS***

**2.15. Objective of Concept Planning.** The objective of concept planning is to develop sound operational and support concepts which can be rapidly expanded into an operations order (OPORD) if the need arises.

2.15.1. Since an actual contingency may differ substantially from a planned contingency, the response must be flexible and tailored to the actual situation.

2.15.2. Concept planning provides the flexibility and rapid reaction needed during a crisis or emergency situation.

2.15.3. The procedures for expanding a CONPLAN also apply to the emergency development of plans.

**2.16. Concept Planning Process.** The concept planning process is similar to the process for developing OPLANs, except the CONPLAN omits details and expands into an OPORD or OPLAN only when implementation of the plan is imminent or when the supported command considers it necessary.

2.16.1. The supported command must designate:

2.16.1.1. CONPLANS for which supporting plans are required.

2.16.1.2. Major combat forces available for employment in CONPLANS.

2.16.2. A CONPLAN is expanded into an OPLAN or OPORD when:

2.16.2.1. The supported commander determines that a threat is increasing within the area of responsibility of the command and the threat increases the chances of combat operations.

2.16.2.2. The NCA alerts the responsible commander to the development of a potential threat and directs that execution planning begin. CJCS may alert the commander by CJCS Warning Order (or Planning Order in a more urgent situation). (See paragraph 2.19.)

2.16.3. The supported commander must prepare and distribute certain elements of the TPFDD when a CONPLAN is expanded into either an OPLAN or OPORD. This requirement is satisfied by completing the OPLAN TPFDD development procedures or the execution planning TPFDD development procedures as stated in Chapter 4.

#### **2.17. Format and Content of CONPLANS:**

2.17.1. CONPLANS are written in broad outline form and describe how the assigned mission is to be accomplished. Ordinarily, the plan does not include annexes. When annexes are necessary, they must be prepared in accordance with Joint Pub 5-03.2 and this manual. The CONPLAN includes:

2.17.1.1. All prescribed elements of a basic OPLAN in summary form, with fully developed discussions of the mission, situation, and concept of operations.

2.17.1.2. A summary of mobility and logistic requirements.

2.17.1.3. Summaries of any existing major constraints regarding forces, movement, or logistic support which would significantly affect implementation of the plan.

2.17.2. Sample formats for a CONPLAN are shown in Joint Pub 5-03.2 and attachment 3.

#### ***Section E--Execution Planning***

**2.18. Execution Planning.** As prepared by a supported commander and approved by the CJCS, neither an OPLAN nor a CONPLAN can be executed without further detailed coordinated planning and actions by the participants in the joint operation planning process.

2.18.1. The objective of execution planning is to complete the planning and actions necessary to convert an OPLAN to an OPORD at a designated time.

2.18.2. While execution planning assumes that the plan will be implemented at the time designated, the actual execution requires authorization by the National Command Authority (NCA).

2.18.3. The procedures in this manual include the principal actions required of participants in joint operation planning.

2.18.3.1. Each MAJCOM must establish complementary procedures and must ensure adequate procedures exist for subordinate command and agency use.



2.18.3.2. These procedures must be periodically exercised during joint and unilateral command post exercises and field training exercises to ensure the required capability is available.

## **2.19. JCS Orders for Unified Commanders:**

2.19.1. **Warning Order.** The JCS Warning Order, which initiates developing a course of action (COA), applies to the supporting commands and supported command. As a minimum, the order normally includes a description of the politico-military situation; the mission; command relationships; an allocation of major combat forces and strategic transportation resources for the operation; a deadline for the supported commander to submit a commander's estimate (see attachment 4), including courses of action; and a deadline for USTRANSCOM to submit preliminary deployment estimates to the supported commander.

2.19.1.1. Additional elements of the Warning Order may include:

2.19.1.1.1. Specific planning guidance and constraints on the conduct of operations, including applicable rules of engagement.

2.19.1.1.2. Anticipated constraints on deployments, including factors that affect granting rights and facilities access.

2.19.1.1.3. Estimated duration of the operation.

2.19.1.1.4. Alert condition to be attained by units designated to participate in the operation.

2.19.1.1.5. OPLAN identification numbers for resource management control.

2.19.1.1.6. Personnel deployment criteria.

2.19.1.1.7. Materiel deployment criteria.

2.19.1.1.8. Unit combat readiness criteria.

2.19.1.1.9. Operations security measures to be employed.

2.19.1.1.10. Fund citations, as necessary, and authorization to commit resources.

2.19.1.1.11. Operating locations.

2.19.1.1.12. Base-development guidance.

2.19.1.1.13. Coordination requirements.

2.19.1.1.14. Guidance for Public Affairs Officers.

2.19.1.2. The Air Force component commander maintains an address indicator group (AIG) for retransmitting the CJCS Warning Order to supporting MAJCOMs.

2.19.1.3. Upon receipt of the CJCS Warning Order, the HQ USAF Crisis Action Team (CAT) will transmit a HQ USAF Warning Order to all USAF components and commands that details Air Force implementation guidance for the CJCS Warning Order. Relationships and tasking authority between the supported air component and supporting commands and agencies will be included.

2.19.2. **The Planning Order.** CJCS may issue a Planning Order instead of Warning Order if the urgency of the situation requires the process described above to be accelerated. The Planning Order gives the unified commander all essential execution planning information, plus the JCS-approved course of action in anticipation that the NCA course of action will be identical or similar.

2.19.3. **The Alert Order.** If the situation continues to require execution planning after the Warning Order or Planning Order is issued, CJCS transmits an Alert Order. The Alert Order incorporates the NCA-approved course of action derived from JCS consultations with the NCA and consideration of the unified commander's estimate of the situation. The Alert Order refines estimate for C-Day and L-Hour and confirms lift allocations for the deploying forces.

2.19.4. **Execute Order (EO).** Finally, the Execute Order is required in all cases to authorize the actual movement of forces on C-Day. The EO establishes the execution time and provides the latest guidance.

**2.20. Initiating Execution Planning.** If international conditions indicate an imminent requirement to initiate a joint military operation, CJCS issues a Warning Order or Planning Order.

2.20.1. Depending on the prevailing circumstances, an existing operation plan may be implemented as written, partially implemented, or adapted to fit the existing situation.

2.20.2. If a plan does not exist or an existing plan cannot be adapted to fit the requirement, JOPES, Volume I, procedures provide guidance for planning and execution.

2.20.3. When the Warning Order or Planning Order is issued, the Air Force component commander prepares a TPFDD for the Air Force portion of the supported commander's TPFDD. These data reflect the assigned unit types to be employed, augmentation unit types

required, and requirements for movement of replacement personnel and nonunit-related supplies and equipment.

2.20.3.1. The supported commander forwards this data to the supporting commanders.

2.20.3.2. The necessary TPFDD are forwarded according to applicable JOPES, Volume I, procedures.

2.20.3.3. The JCS review the operation order, including the TPFDD, and comment only if they take exception.

**2.21. CONPLAN Expansion Into OPORD.** If circumstances require developing an OPORD that is based on a CONPLAN, the essential steps are to develop a complete force list, identify actual units to fill the force requirements, plan the movement and logistic support of the force, and issue orders necessary to initiate the operation. A TPFDD is developed according to JOPES, Volume I, procedures. In response to a JCS Warning Order or Planning Order (or as a CINC initiative), the supported commander issues a Commander's Estimate of the situation. The Commander's Estimate describes the general situation, establishes the mission, provides the concept of operations, describes logistics support, assigns tasks to subordinate commanders, states requirements for support, and recommends a target date for execution (see attachment 4, figure A.4.1.). The Commander's Estimate may be issued by WWMCCS Intercomputer Network (WIN) teleconference (TLCF) with message follow-up.

**2.22. OPLAN Adaptation.** When directed, the supported commander initiates execution planning, based on the guidance provided in the JCS Alert Order. In conjunction with the services and supporting commands, the supported commander adjusts forces, logistics, and personnel as required. The supported commander then develops the basic OPORD, which is sent to all participating commands and agencies for action and to the CJCS for review.

2.22.1. If changes are required, the JOPES data base is changed and is available to the JCS, the services, and to subordinate and supporting commanders.

2.22.2. The supported commander, through the service component commanders, reviews the TPFDD and, if necessary, revises the TPFDD to account for changes in force requirements or the availability of transportation.

2.22.2.1. The Air Force component command reviews the data to ensure consistency with Air Force capabilities.

2.22.2.2. Since support is a service responsibility, the HQ USAF/CAT must be notified if the Air Force

component command does not receive this review opportunity.

2.22.3. When the TPFDD are revised, the supported commander transmits:

2.22.3.1. The changes to the previously approved TPFDD and unit type code (UTC) package tailoring detail to the JCS, services, and TCCs.

2.22.3.2. The TPFDD pertaining to augmentation or supporting forces, to each supporting commander. If the requirements for augmentation or supporting forces are unchanged from those previously furnished, a message confirming the TPFDD is sufficient.

**2.23. Review of Supporting Requirements.** After receiving the deployment data transmitted by the supported commander, the supporting commands and agencies review their requirements. If TPFDD requirements for the deployment of supporting forces require modification, the JCS, services, supported commander, and TCCs must be advised due to possible operational impact of changes in personnel or equipment.

**2.24. Designating Units To Satisfy Force Requirements.** After receiving the final TPFDD for an operations order designated for execution, the responsible commands and agencies designate actual units to satisfy the force requirements established by the supported commander. These units are placed in an alert deployment posture based on their priority for deployment.

2.24.1. The services and the supporting commanders designate units to fulfill the requirements for augmentation and supporting forces according to the deployment data. Supporting agencies must identify en route support teams (if needed) by separate ULN, normally limited to one C-141 load. The component must coordinate the movement of these teams with the CINC and USTRANSCOM.

2.24.2. Units identified for deployment are provided a Deployment Requirements/Manning Document (DRMD) and logistics planning system (LOGPLAN) detail for resource management.

2.24.3. The HQ USAF/CAT under crisis action procedures calls up ARC units upon Presidential authorization to fill taskings.

2.24.4. USTRANSCOM designates airlift and sealift units to satisfy JCS-controlled requirements for transportation augmentation.

**2.25. Force Preparation.** The actual units alerted must be identified in the Status of Resources and Training System (SORTS). For non-SORTS reporting units, a SITREP should be used to monitor their deployability readiness and status. Actual units may be designated during either Phase III or V of crisis action planning (CAP), if not previously designated during deliberate planning.

2.25.1. SORTS provides the data specified in Joint Pub 1-03.3; for example, the plan identification number (data label PIN) and force requirement number (data label FRQNO). Thus, all force requirement numbers in the operations order TPFDD are related to actual units or parent commands reported in SORTS.

2.25.2. Provisional or mobilization units which must be constituted or reconstituted specifically to meet the requirements of an operation are reported in the SORTS as soon as they are activated.

2.25.3. The SORTS includes these additional general types of information about units alerted for the operation:

2.25.3.1. Current readiness status and activity.

2.25.3.2. Deployment readiness condition directed for the unit.

2.25.3.3. Time required for the unit to meet the directed deployment readiness condition.

2.25.3.4. Time required to prepare for deployment.

2.25.4. Sorts data is automatically distributed to the supported commander.

**2.26. Advancing the Readiness of Alert Units.** When actual units are designated to participate in a planned operation, the responsible commanders place the units in a deployment readiness condition according to their priority for deployment in the TPFDD.

**2.27. Refining Transportation Requirements.** When actual units to satisfy the force requirements of the operations order have been identified in SORTS, the TPFDD file is refined to reflect actual on-load points and the requirements for common-user transportation.

2.27.1. The supported commander transmits to the JCS, Services, and USTRANSCOM the times when assigned units requiring common-user transportation are available to commence loading at a designated POE. As a general rule, consider using sealift for large quantities of bulk items which have RDDs in excess of day C+30. This

decision must be made early enough to ensure delivery by RDD.

2.27.2. The supporting commanders and the services transmit to the JCS, supported commander, and USTRANSCOM the location of all augmentation and supporting forces requiring common user transportation (including movement to POE), and when these forces will be available to begin loading.

2.27.3. USTRANSCOM apportsions available transportation resources for strategic movement of the forces identified in the TPFDD file according to the supported CINC's concept and JCS allocation. If available transportation assets are insufficient to satisfy TPFDD requirements, transportation shortfalls are identified and resolved by the supported CINC. Resolution may be accomplished in an iterative process by adjusting the size of deploying forces, their sequence or mode of arrival, and/or allocation of additional transportation assets by the JCS.

**2.28. Revising Transportation Data.** To complete final movement computations, USTRANSCOM normally extracts the transportation data (passengers, weights, cubes, dimensions, etc.) for the unit requiring airlift or sealift from the JOPES data base. When the units to be deployed differ significantly from the TPFDD, the command responsible for providing the units will enter tailored cargo and personnel movement characteristics into the JOPES data base for the units.

**2.29. Data on Replacement and Nonunit-Related Supplies and Equipment.** USTRANSCOM also extracts information from the TPFDD on the movement of personnel replacements and nonunit-related supplies and equipment for use in completing final movement tables.

**2.30. Developing Preliminary Movement Tables.** Based on data provided in the steps described in this section, USTRANSCOM will identify the POE and onload dates for units. An Air Force unit's origin will normally be the APOE as long as deploying assets are sufficient for dedicated air (normally use planning factors of 100 PAX or 10 short tons, or as specified by USTRANSCOM and the supported CINC). As applicable, each of the carriers:

2.30.1. Determines en route support force and associated lift requirements.

2.30.2. Prepares preliminary movement tables which schedule the movement of all forces to or within the area of operation. (This includes assigned, augmentation, and supporting forces; filler and replacement personnel; and nonunit-related supplies and equipment requiring

commercial transportation terminal support and airlift or sealift. These movement data are entered in JOPES.)

2.30.3. Transmits the necessary portions of the preliminary movement tables to the supported commander. Sends information on any deployment requirement that cannot be met within the required delivery date (RDD) specified by the supported commander.

**2.31. Finalizing the Movement Tables.** The supported commander is responsible for the final coordination and dissemination of the movement tables.

2.31.1. Any adjustments to the preliminary movement tables which may be needed to overcome transportation shortfalls are coordinated with USTRANSCOM and commanders providing the forces or shipments.

2.31.2. When the review or coordination is complete, the supported commander forwards final changes to USTRANSCOM, JCS, Services, and all supporting commanders.

2.31.3. The final movement tables provides the initial basis for scheduling the movement of forces requiring common-user transportation, and for requisitioning and positioning the necessary transportation resources. They serve as the basis for movement orders if the plan is finalized for implementation.

**2.32. Order To Execute.** Reflecting the NCA decision to execute the planned operation, CJCS issues an Execute Order to the supported and supporting commanders.

#### ***Section F--Automated Data Processing (ADP) Support for JOPES***

**2.33. Standard Worldwide Military Command and Control System (WWMCCS) ADP.** Joint Pub 5-03.3 establishes a standard JOPES ADP support system in WWMCCS for joint operation planning and execution.

2.33.1. The JOPES ADP support system uses the JOPESREP for exchanging the formatted data among the unified and specified commands, services, service components, USTRANSCOM, the Joint Staff, and DoD agencies.

2.33.2. The JOPES ADP support system provides operations planners with planning data from official sources and the computer software to assist in accomplishing their responsibilities in plan development and review.

**2.34. The Objective of the JOPES ADP Support System.** The objective of the JOPES ADP support system is to improve joint operation planning through use of automated assistance in the development and review of joint operation plans, preparation of supporting plans, and execution planning. The ADP system supports JOPES by providing standard data files, formats, application programs, and management procedures to be used primarily for force planning, nonunit-related cargo and personnel requirements, transportation feasibility estimation, civil engineering support, and medical planning.

#### **2.35. Assigning Responsibilities:**

2.35.1. The Air Force is responsible for supporting a designated portion of the JOPES data base. Air Staff agencies or MAJCOMs must provide all the necessary data.

2.35.2. HQ USTRANSCOM provides, reviews, and updates applicable data for the characteristics of transportation resources (CHSTR) file, the transportation assets (ASSETS) file, and all other airlift and sealift related files.

2.35.3. HQ USAF/LGXX(LRC) submits the Air Force portion of the TUCHA file.

**2.36. The JOPES ADP Support Subsystems.** JOPES ADP support is comprised of seven major subsystems (the system monitor and six application subsystems), standard data files, and utility software.

2.36.1. **System Monitor (SM) Subsystem.** SM enables the planner to access the JOPES programs in a conversational mode.

2.36.2. **Force Requirements Generator (FRG) Subsystem.** FRG provides a capability for the planner to create and modify a TPFDD file and build a force list.

2.36.3. **Movement Requirements Generator (MRG)/Logistics Sustainment Analysis and Feasibility Estimator (LOGSAFE) Subsystem.** MRG/LOGSAFE provides a capability to generate nonunit-related cargo and personnel requirement estimates based on the forces to be supported and the duration of the planned operation.

2.36.4. **Transportation Feasibility Estimator (TFE)/Joint Flow and Analysis System for Transportation (JFAST) Subsystem.** TFE/JFAST assists the planner with analyzing OPLAN feasibility in terms of intertheater movement.

**2.36.5. Medical Planning Module (MPM) Subsystem.** MPM provides the medical planners with a means of determining the overall medical feasibility of an existing or proposed OPLAN. The MPM also quantifies the impact of an OPLAN on the total medical system.

**2.36.6. Joint Engineering Planning and Execution System (JEPES).** CESPAG provides the planner a means to analyze facility, material, and force level support requirements for civil engineering personnel.

**2.36.7. Nonunit Personnel Generator (NPG) Subsystem.** NPG provides an automated capability to generate TPFDD records for the movement of nonunit replacement personnel.

**2.37. The JOPES ADP Support Files.** The principal files used to support JOPES ADP are:

**2.37.1. TUCHA File.** The TUCHA file contains movement characteristics for each standard deployable type unit. It also contains force identification data for nondeployable units.

**2.37.2. Standard Specified Geographic Location File (GEOFILE).** GEOFILE contains standard worldwide geographic data. It is keyed on geolocation code (GEOLOC) and is used by the FRG modules to decode the GEOLOC into GEOLOC name, country code, country name, and installation type for inclusion in reports.

**2.37.3. CHSTR File.** The CHSTR file provides standard planning factors about ship and aircraft resources available for operations. These factors describe the characteristics of a particular transportation resource, for example, speed, range, and loading capacities.

**2.37.4. Aerial Ports and Air Operating Bases (APORTS) File.** The APORTS file contains planning factors and characteristics of selected air facilities.

**2.37.5. TPFDD.** The TPFDD contains the force list and associated nonunit data as it is constructed using JOPES. The TPFDD is created by force selection modules and modified by the force tailoring modules. In its final

form, the file is maintained in the sequence of integrated, time-phased deployment priority. As the force list is being constructed, planning factors from the data base permanent reference files and user inputs are brought to bear on the TPFDD by using the appropriate JOPES modules. The sequence of events and the use made of the various planning factors and modules is, of course, controlled by the JOPES user. When it is coupled with the SRF, the TPFDD becomes a detailed description of the force list.

**2.37.6. ASSETS File.** The ASSETS file contains the time-phased availability of common carrier lift vehicles. This file is used for the deployment aspects of operation planning.

**2.37.7. Port Characteristics (PORTS) File.** The PORTS file contains information on the physical and operating characteristics of seaports throughout the Free World.

**2.37.8. Civil Engineering File (CEF).** The CEF file provides essential standard engineering planning data used in the JEPES to develop the engineering force, and project and materiel requirements that support OPLANs.

**2.37.9. Type Unit Equipment Detail (TUDET) File.** The TUDET file provides the dimensions, weight, and cubic measurements of specific pieces of military equipment that are associated with the types of units described in TUCHA. (US Air Force reports only non air-transportable cargo.)

### *Section G--ADP Support for Air Force Operation and Mobility Planning*

**2.38. The Contingency Operation/Mobility Planning and Execution System (COMPES).** COMPES is the Air Force standard command and control (C2) and ADP system used in conjunction with JOPES, that is used to generate detailed data responses at base, intermediate, MAJCOM, and Air Staff levels. As such, its use is mandatory at all levels of command. COMPES is further defined in Chapter 3.

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## Chapter 3

### THE CONTINGENCY OPERATION/MOBILITY PLANNING AND EXECUTION SYSTEM (COMPES)

#### *Section A--Introduction*

**3.1. Purpose.** This chapter describes the use of the Contingency Operation/Mobility Planning and Execution

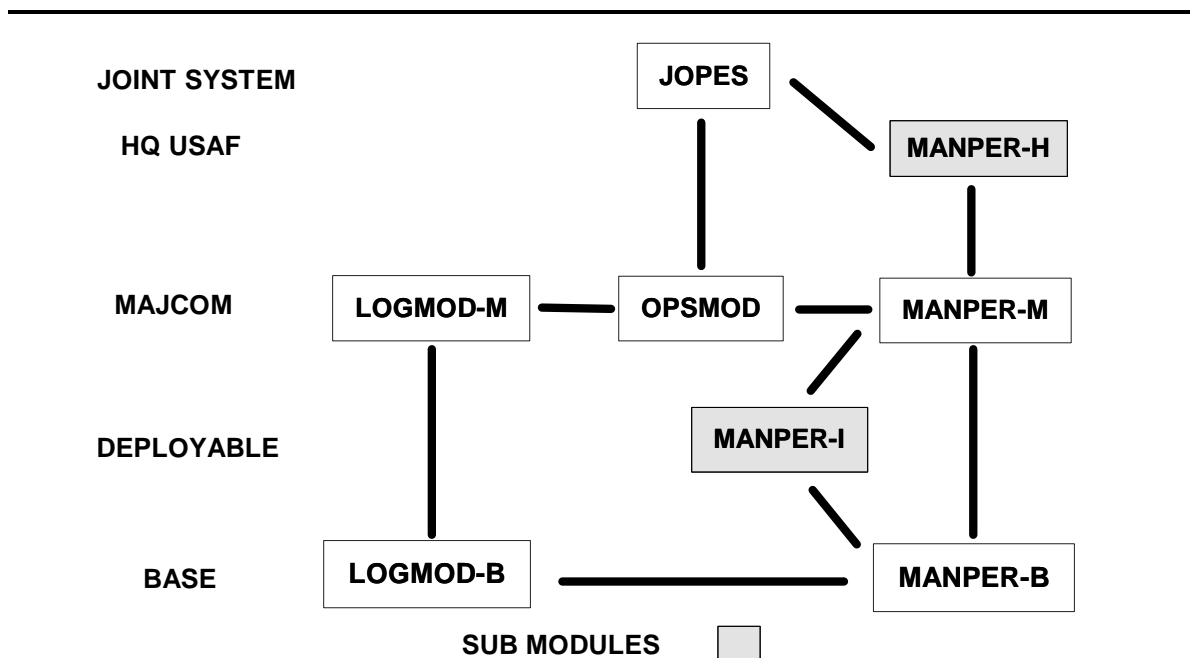
System (COMPES) for Air Force operations planning. COMPES is an Air Force standard system that supports the Joint Operation Planning and Execution System (JOPES). It integrates operations, logistics, and

manpower and personnel processes and data to enable planners to develop and access near-real time data from Service and Joint systems. Air Force planners use the system to translate joint tasking into detailed unit tasking. COMPES defines and tasks the manpower and materiel required down to the Air Force Specialty Code (AFSC) and tool box level. It helps maintain the mobility readiness of all Air Force combat and support units and, at execution, COMPES identifies units and resources to be moved. Command-unique systems should be incorporated into COMPES or eliminated.

### 3.2. System Design:

3.2.1. JOPES provides the basis on which COMPES defines Operations Plan (OPLAN) Time-Phased Force and Deployment Data (TPFDD) detail and tailors it to the needs of any given tasking. When a supported commander tasks an air component, the component commander communicates the deploying forces requirements to the supporting commands. Communications with units at base level must follow to ensure unit mobility planning supports component command requirements and identifies and compensates for any shortages. COMPES is the standard ADP system designed to provide this communication. In addition, COMPES provides the capability to monitor resources and minimize unnecessary movement of personnel and equipment into a theater of operation at execution.

3.2.2. COMPES operates through five modules and two submodules (see figure 3.1). A submodule at Air Force Headquarters interfaces with MAJCOM modules and allows input of detailed manpower and personnel information into the Manpower and Equipment Force Packaging System (MEFPAK) for the quarterly type unit data file update. Three MAJCOM modules, Operation Planning Module (OPSMOD), Logistics Module-MAJCOM Level (LOGMOD-M), and Manpower and Personnel Module-MAJCOM Level (MANPER-M), perform operations, logistics, and manpower and personnel plans and execution activities. OPSMOD interfaces and passes data between JOPES and the other MAJCOM modules. LOGMOD-M and MANPER-M pass detailed logistics, and manpower and personnel information to Air Force Headquarters and to the base level. The base level modules, Logistics Module-Base Level (LOGMOD-B), and Manpower and Personnel Module-Base Level (MANPER-B), provide and maintain contingency and mobility planning and execution capabilities. They interface with each other and various base systems. Manpower and Personnel Module-Intermediate Level (MANPER-I) is a classified (stand alone) deployable intermediate headquarters submodule. It can receive data from deployed MANPER-B systems or other deployed systems and provides personnel management data to theater commanders. MANPER-I can interface with MANPER-M.



**Figure 3.1. COMPES Structure.**

**3.3. Modernization.** COMPES is being modernized under the Air Force Command and Control System

(AFC2S) Modernization Program. The AFC2S program will modernize current Air Force standard command and

control (C2) systems, interface them with JOPES and acquire the necessary hardware, software, and telecommunication support. Although operating in a modernized environment, the basic functions of the system will not change and this manual will remain in effect after cutover to the modernized system. Specific changes in operating procedures will be addressed in individual users' manuals being developed as a part of the modernization.

### **Section B--Major Command COMPES Modules (COMPES-M)**

**3.4. Purpose of COMPES-M.** COMPES-M provides three MAJCOM modules that access and manipulate data to develop detailed contingency plans. OPSMOD receives data from JOPES, interfaces with MANPER-M and LOGMOD-M modules, and passes data back to JOPES. MANPER-M and LOGMOD-M provide the necessary interfaces with MANPER-B and LOGMOD-B, the base level systems.

**3.5. OPSMOD Design.** OPSMOD provides major command operation planners with a responsive automated data processing system to task Air Force combat and support units during contingency operations. The operations module is the heart of the COMPES system. OPSMOD assimilates data from the major command level logistics, and manpower and personnel modules, and converts it into the format required by JOPES. OPSMOD provides a bridge between the JOPES data base and major command refined planning data. Through interface modules, USTRANSCOM uses the final refined data for movement analysis.

**3.5.1. OPSMOD Function.** During deliberate planning, crisis, contingency or wartime situations, the initial requirements (unsourced) TPFDD is usually created by the component planners using JOPES. JOPES assigns desired ports of debarkation, destinations, and delivery dates to the initial TPFDD before it is sent out to the supporting MAJCOMs for sourcing. The supporting commander's operations planner uses OPSMOD to source the initial TPFDD file from the War and Mobilization Plan, Volume 3 (WMP-3). The supporting commander's staff uses the OPSMOD Planning Units File (PUF) to task units to meet OPLAN force requirements. During TPFDD maintenance, OPSMOD capabilities are used to keep the deployment data base up-to-date.

**3.5.2. Additional OPSMOD Features.** OPSMOD interfaces with the Air Force Personnel Accounting Symbol (PAS) Directory and the Air Force Status of Resources and Training System (SORTS). A two way interface is also provided with the HQ USAF WMP-3

file. These features allow the planner to validate force tasking versus unit availability and combat readiness status. Contingency Operation/Mobilization Planning and Execution System (COMPES) Logistics Module-Logistics Planning (LOGPLAN): A200 P72T, Users' Manual contains system operating procedures. Figure 3.1. shows the COMPES flow of information and its relationship to JOPES.

**3.6. MANPER-M Design.** MANPER-M contains four subsystems that provide the following capabilities (Detailed operating procedures are found in Surveillance User Support Manual for the Contingency Operation Mobility Planning and Execution System (COMPES) MAJCOM Level Manpower/Personnel (MANPER) Module Users' Manual):

**3.6.1. Manpower Force Packaging (MANFOR) Subsystem.** The MANFOR subsystem automates creating and maintaining manpower details for the manpower force elements (MFE) associated with Unit Type Code (UTC) packages. UTC packages are the basic building blocks for determining Deployment Requirements/Manning Document (DRMD) manpower requirements. The UTC packages consist of A, B, and C records. The A record provides the UTC title and the five digit alphanumeric UTC code, the B record provides the mission capability (MISCAP) statement, and the C record provides the manpower skill detail (grade and AFSC) within the UTC. Each MAJCOM maintains the MFE data for all UTCs for which they have MEFPK responsibility. The systems pass UTC data between MAJCOMs for coordination and submit a quarterly update to the master Air Force file maintained at the Air Force Wartime Manpower and Personnel Readiness Team (AFWMPRT). It interfaces with the MANPER-B module to permit unit involvement in the UTC manpower requirements development process. Chapter 20; JCS Pub 6, volume 5; AFI 38-205, *Wartime Manpower Planning and Programming* (formerly AFR 26-1, volume 4); and WMP-3 contain MANFOR processing policies and procedures.

**3.6.2. Deployment Requirements/Manning Document (DRMD) Plan Generation Subsystem.** The plan generation subsystem provides an automated, rapid means of building (in DMD format) the manpower detail to support contingency or exercise plans, store the DMD, print standard DMDs and management products, and generate TDY levy or allocation notices to wing/base manpower offices and/or military personnel flights supporting units tasked or employed to support the contingency or exercise plan. This subsystem extracts standard UTC packages from MANFOR and tailors standard or builds nonstandard UTC packages, tasks manpower requirements to base level units, and sends the

tasking information to the personnel functional staffs at both the deployment and employment locations. This DMD data can likewise be communicated between commands and forwarded to Headquarters Air Force.

**3.6.3. Manpower Requirements (MANREQ) Subsystem.** The MANREQ subsystem provides an automated means of analyzing manpower requirements versus resources. It provides automated support to do manpower feasibility analysis and develop wartime manpower requirements data for entry into the mainstream manpower data systems. It can:

3.6.3.1. Accept Deployment Requirements/Manning Document (DRMD) data from the plan generation subsystem.

3.6.3.2. Document MAJCOM in-place manpower requirements to perform the MAJCOM self-support wartime mission.

3.6.3.3. Document MAJCOM in-place manpower authorizations from the Command Manpower Data System (CMDS).

3.6.3.4. Match manpower resources to manpower requirements by using user-selected matches.

3.6.3.5. Track untasked resources and resource shortages.

3.6.3.6. Produce an interface short file and an interface commit file for updating the CMDS manpower type code (MNT).

3.6.3.7. Provide preprogrammed or user defined output products.

**3.6.4. Personnel Status Monitoring Subsystem.** The Personnel Status Monitoring Subsystem allows the personnel planner to review and monitor the deployment availability of personnel resources to assist in determining the most equitable unit or base task, and to track the subsequent deployment of the tasked forces. It is limited to product generation.

**3.7. LOGMOD-M Design.** LOGMOD-M supports logistics planning and tasking to support OPLAN development and execution. It supports UTC reporting for the Logistics Detail Report (LOGDET) sent from units to MAJCOM and from MAJCOM to HQ USAF. Finally, it provides for logistics feasibility analyses of OPLANs. LOGMOD-M contains three subsystems that provide the following capabilities:

**3.7.1. Logistics Force Packaging (LOGFOR) Subsystem.** LOGFOR interfaces with LOGPLAN and LOGFAC to collect and store data to create and update the standard logistics detail (LOGDET) for UTCs. This data is sent quarterly to HQ USAF where it is used to maintain an Air Force standard file of materiel detail for each UTC package and provide a basis for feasibility analysis. LOGFOR identifies detailed UTC materiel requirements for the LOGPLAN subsystem in the first stages of OPLAN development. Contingency Operation/Mobility Planning and Execution System (COMPES) Logistics Module-Logistics Planning (LOGPLAN): A200 F/ZG, Users' Manual contains detailed operating procedures.

**3.7.2. Logistic Planning (LOGPLAN) Subsystem.** LOGPLAN is used by a unit to build, store, and manage its detailed logistics detail for an OPLAN. It extracts detailed data from the OPSMOD TPFDD file and LOGFOR. LOGPLAN then allows tailoring of the requirements to reflect specific destinations, climates, etc. The tailored LOGPLAN files provide the unit with packing and load lists, scheduling data, and the increment file for accomplishing load plans. LOGPLAN generates summary data for OPSMOD and JOPES, and interfaces with LOGMOD-B to communicate subordinate unit planning data. AFM 28-740, vol IV contains detailed operating procedures.

**3.7.3. Logistics Feasibility Analysis Capability (LOGFAC) Subsystem.** Computes war consumables (tanks, racks, adapters, and pylons; petroleum, oils, and lubricants; munitions; etc.) most stringent requirements by planned operating base. It identifies resupply for classes of supply 3A, 3W, 5A, and 7J. LOGFAC computes OPLAN requirements versus assets on hand by individual line item for sourcing and then provides the cubic weight of shortage by time period for inclusion in JOPES. It determines the impact of changing combat conditions for war consumables. LOGFAC identifies residual war reserve materiel during deployment to source shortfalls and determine ability to support subsequent tasking, provides data for OPLAN feasibility analyses, and provides data to test changing scenarios for planning, exercise, and contingency operations.

#### ***Section C--WMP-4 Wartime Aircraft Activity Reporting System (WAARS)***

**3.8. System Requirements.** WAARS allows updating of the WMP-4 Wartime Aircraft Activity data base and is accessible using the WAARS module of LOGFAC. Updating command WAA files (WMP-C) will be accomplished in accordance with WAARS guidance as outlined in AFM 28-740, vol 5 and the supplemental



WAARS Users Guide (maintained and distributed under separate cover by HQ USAF/XOXW).

**3.8.1. Data Submission.** Each MAJCOM or Air Force component command with planned wartime aircraft activity (i.e. OPLAN deployment/employment tasking) of assigned aviation forces will report requirements using the WAARS.

**3.8.2. Data Development.** The following sources will be used in the development of WAA records:

3.8.2.1. WMP-1.

3.8.2.2. WMP-3, Part 1.

3.8.2.2.1. HQ USAF/XOXW will specify a force structure snapshot, based on the President's Budget and derived from Joint Strategic Capabilities Plan (JSCP) planning cycle.

3.8.2.2.2. WMP-3 Combat Forces Beddown Conference (February through March timeframe) provides the draft baseline data for initial WAA preparation.

3.8.2.2.3. HQ USAF/XOXW will send updated data base, with apportionments for deliberate war planning, to MAJCOMs or Air Force component commands after the JSCP has been approved.

3.8.2.3. WMP-5.

3.8.2.4. OPLAN TPFDD.

**3.8.3. Coordination.** HQ USAF/XOXW will make the draft HQ USAF WMP-4 data base available (referred to as WMP-A) to all concerned commanders for review (see table 3.1.). Air Staff, MAJCOMs, and Air Force component commands should send comments, recommendations, and changes to all MAJCOM WMP-4 participants via hard-copy message. During MINIMIZE, send messages by mail.

**3.8.4. MAJCOM or Air Force Component Command Responsibilities:**

3.8.4.1. Deputy Chief of Staff, Operations (DO or XO, as applicable), and Deputy Chief of Staff, Plans (XP), will ensure commands enter all deployment and employment WAA data in support of each OPLAN which tasks their forces.

3.8.4.1.1. The supporting command is responsible for documenting deployment and en route WAA.

3.8.4.1.2. The supported command is responsible for documenting employment WAA, including missile requirements in theater.

3.8.4.2. Deputy Chief of Staff, Logistics (LG) according to WMP-1, Annex E (Logistics), responsibilities include:

3.8.4.2.1. Assign and update prepositioning codes for each WAA line of activity.

3.8.4.2.2. Coordinate with storing commands (HQ AFMC/XPP for command overflow) before starting WMP prepositioning actions, including changes to prepositioning codes.

3.8.4.2.3. Calculate ration records.

3.8.4.3. MAJCOM or Air Force component command operations and logistics representatives will validate worldwide prepositioning codes at the annual HQ USAF WMP-A Refinement Conference (see Table 3.1.).

**3.8.5. Changing Original Data.** HQ USAF/XOXW will maintain the HQ USAF WMP-A file to accept valid out-of-cycle changes. Keep out-of-cycle changes to a minimum. MAJCOMs or Air Force component commands should notify HQ USAF/XOXW of any out-of-cycle changes made to their WMP-C. HQ USAF/XOXW will review and consolidate changes into the HQ USAF WMP-A file and will notify MAJCOMs or Air Force component commands via hard-copy message of any changes to HQ USAF WMP-A. During MINIMIZE, HQ USAF/XOXW will notify commands by mail.

**3.8.6. Submission Schedule (First Planning Year).** See table 3.1.

**Table 3.1. Development, Reporting, and Publication for WAA, Missile, and Ration Requirements.**

Task Sequence	Schedule Date
1. WMP-3 Data	Sep/Oct
2. WMP-C Ready for HQ USAF to WIN File Transfer	Feb/Mar
3. WMP-A (Draft) Available to AMC for development of tanker offload requirements and MAJCOMs or Air Force component commands for review	Feb/Mar
4. WMP-C MAJCOM or Air Force component command corrections, including refined AMC tanker offload requirements	Mar/Apr
5. WMP-A Refinement Conference	Apr/May
6. WMP-A	May/Jun
7. WMP-4 Publication	Jun

**3.9. Security:****3.9.1. Classification:**

3.9.1.1. WMP-A and published hard copy WMP-4 documents will be classified and controlled as TOP SECRET.

3.9.1.2. WMP-C data bases, WMP-4 extracts, and computer-generated printouts from the WMP-A may be compiled at the SECRET level provided the planned war and contingency use by US forces of listed geographical locations are not subject to a higher classification or contain WAA lines of activity classified Top Secret.

**3.9.2. Reproduction:**

3.9.2.1. Reproduction of the entire WMP-4 is forbidden.

3.9.2.2. MAJCOM or Air Force component command commanders may extract and reproduce (using guidelines in paragraph 3.9.1) those portions of the WAA essential to the mission of their command. MAJCOM commanders may give subordinate units extracted portions which pertain solely to them and which are essential to perform their mission. Reference AFI 31-401, *Information Security Program Management* and AFRD 31-4 *Information Security*.

**3.10. Distribution.** HQ USAF/XOXW will determine WMP-4 distribution. MAJCOMs will reproduce

applicable portions of WMP-4 according to this manual and AFI 10-403 and distribute them to subordinate units, including Air Force Reserve and Air National Guard units.

***Section D--Base Level COMPES Modules (COMPES-B)***

**3.11. Purpose of COMPES-B.** COMPES-B provides a standard mobility management system for all Air Force units with a deployment or base sustaining mission. At base-level, the manpower and personnel module (MANPER-B) provides an automated system to manage manpower requirements and personnel resources. The logistics module (LOGMOD-B) is the automated system used to manage wartime equipment requirements. Together MANPER-B and LOGMOD-B provide a complete management system for deployment planning and execution.

**3.12. MANPER-B.** MANPER-B is a TEMPEST certified, classified, Command and Control (C2) microcomputer system used at both in-garrison and deployed locations by Manpower and Personnel agencies. In-garrison MANPER-B systems are used for deliberate and crisis action planning, requirements identification and management in filling deployment personnel requirements, and accountability of deploying forces in support of contingency, wartime or emergency operations. It interfaces with the base level Logistics Module (LOGMOD-B) of COMPES, the Cargo

Movement Operations System (CMOS), COMPES modules at the supporting MAJCOMs and supported AF Component Commands (MANPER-M), intermediate and higher headquarters (MANPER-I and MANPER-H), and MANPER-B systems deployed with Personnel Support for Contingency Operations (PERSCO) Teams. Deployed MANPER-B systems provide PERSCO Teams an automated capability to achieve and maintain up to date strength and duty status information for all forces assigned to an employment location in theater of operations. This system contains a communications package to transmit and receive force status data information to and from all levels of command. AFI 38-205, *Managing, Wartime and Contingency Manpower*, contains specific guidance and procedures.

**3.12.1. Unit Type Code (UTC) Package Requirements.** UTC packages are the basis on which deployment and base sustaining manpower requirements are built. MANPER-B supports development and maintenance of UTC packages assigned to the base for base level deployment activities. It defines base sustainment requirements and supports the US Air Force operations planning process through an improved MANFOR file. MANPER-B provides automated support to:

3.12.1.1. Maintain a base level MANFOR file of UTC packages.

3.12.1.2. Define UTC package requirements and forward recommended UTC packages or changes for command approval.

3.12.1.3. Use existing standard and tailored UTC packages to develop manpower requirements for a deployment or base sustainment mission.

3.12.1.4. Coordinate all base-level functional agency requests for UTC changes through the base MET.

**3.12.2. Plan Requirements.** MAJCOMs normally flow operation plan requirements to base-level. The COMPES MANPER-B module processes the plan requirements using levy transactions generated by the COMPES MANPER-M module.

3.12.2.1. Base level plan requirements can also be generated on MANPER-B and flowed to the MAJCOM.

3.12.2.2. Plan requirements can combine standard UTC packages, assign and define applicable plan parameters such as unit line number (ULN), deployed duty location(s), and required delivery dates.

**3.13. LOGMOD-B.** LOGMOD-B helps maintain combat units and their materiel support in constant

deployment readiness. Its standard input, editing and storage capabilities produce the materiel list and packing and load list for base deployment plans. The module updates UTC packages after they are tailored to a given contingency and modifies deployment documents to comply with tailored requirements. Deployment officers provide data to their local logistics plans function for input into LOGMOD-B, and the module produces reports for higher headquarters and the base-level lists used in deployment operations and exercises.

### **Section E--COMPES Management**

**3.14. Introduction.** There are three distinct organizations that manage and oversee COMPES. They are the AFC2S Requirements Management Board (RMB), the Functional Users Group (FUN) and the AFC2S Configuration Control Board (CCB). The RMB and FUN provide management and direction to the AFC2S Program Manager (PM) during the modernization of COMPES into AFC2S.

### **3.15. AFC2S Requirements Management Board (RMB):**

**3.15.1. Purpose.** The RMB is the primary decision making body during the life of the AFC2S program. It serves as a mechanism to adjust the baseline of the systems included in AFC2S, to represent the user for the development of the overall schedule, and to resolve conflicts. The RMB's structure accommodates the PM's needs for both the AF standard and site-unique systems.

**3.15.2. Membership.** A HQ USAF/XO representative (HQ USAF/XOXW) chairs the RMB and the AFC2S PM is the administrative chairperson. Each C2 standard systems OPR will be represented on the RMB by a single HQ USAF Deputy Chief of Staff (DCS) representative. Each representative has one vote. Nonvoting representatives may be involved in the general discussion; however, the standard system position will be stated by their voting member. In view of the baselined standard systems listed in the AFC2S SON, the following HQ USAF directorates will be voting members: HQ USAF/XO, HQ USAF/LG and HQ USAF/DP. HQ USAF/SC, the Program Element Monitor (PEM) for AFC2S, sets on the RMB as a non-voting member.

**3.15.3. Responsibilities.** Specific details of the RMB responsibilities and processes can be found in the RMB Charter, however, in general, the RMB will:

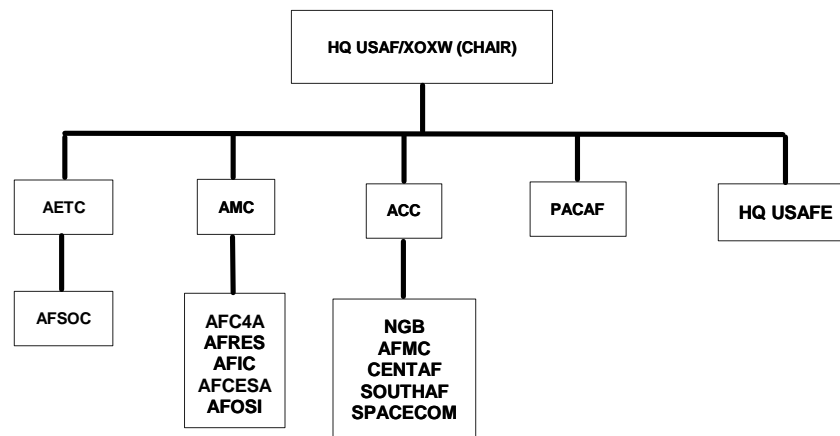
3.15.3.1. Review new validated standard and site-unique C2 requirements for AFC2S modernization applicability.

3.15.3.2. Issue guidance to the AFC2S Program Management Office (PMO) for scheduling modernization efforts.

3.15.3.4. Review the progress of the AFC2S Program and resolve conflicts which may affect the timely integration and implementation of the modernized AF C2 systems.

### 3.16. Functional Users Network (FUN):

3.16.1. **Purpose.** The FUN is the vehicle to be used for all COMPES matters that require user input or coordination (see figure 3.2). Actions of the network can be initiated at any level. The FUN was established to provide functional expertise and expedite review of documents pertinent to the AFC2S Modernization Program, but will have a continuing role after modernization is complete.



**Figure 3.2. COMPES Functional Users Network.**

3.16.2. **Membership.** The FUN is chaired by the COMPES functional OPR, HQ USAF/XOXW, and consists of Air Staff functional module OPRs and MAJCOM user groups. To keep the FUN manageable, four MAJCOMs were selected as OPRs to represent all other MAJCOMs and agencies. Formal processes of the FUN require the four primary MAJCOMs to solicit input from, and represent positions/views of the commands and agencies under them in the network. Disagreements within the FUN will be resolved by the RMB.

### 3.17. Configuration Control Board (CCB):

3.17.1. **Purpose.** The CCB is the official forum for final review, recommendations for approval/disapproval and documentation of all Change Proposals (CP) to establish baseline documents according to the Air Force Command and Control Modernization Methodology (AFC2M2) and other software development standards. The CCB is not a voting board, only the PM or designated representative has the authority to approve or disapprove actions before the Board.

3.17.2. **Membership.** The AFC2S PM or his or her designated representative will be the CCB Chairperson. The Configuration Manager (CM) will act as the CCB Secretary. CCB members will be representatives from all affected functional areas of the AFC2S Program.

3.17.3. **Responsibilities.** Specific details of the CCB responsibilities and processes can be found in the Configuration Management and Data Management Plan for the AFC2S Software Modernization Program, however, in general, the CCB is responsible for:

3.17.3.1. Evaluating CPs for standard and MAJCOM unique systems.

3.17.3.2. Recommending approval or disapproval of CPs to the PM.

3.17.3.3. Formally documenting approved changes to all program baselines.

3.17.3.4. Establishing AFC2S Program baselines and provide policy and direction to participating commands.

3.17.3.5. Establish change implementation priorities after coordination with the RMB.

**3.18. COMPES-M Users Groups.** Each MAJCOM is responsible for forming a COMPES Users Group. The composition of these committees are determined by each MAJCOM, but as a minimum must include an OPR for each COMPES module. Its purposes are to:

3.18.1. Review and recommend approval or disapproval of suggested system changes generated within the command.

3.18.2. Forward approved suggestions to the appropriate Air Staff OPR for action.

3.18.3. Review and comment on system changes initiated outside of their command as requested by the Air Staff.

3.18.4. Provide representatives for each of the module users groups, the CUG, and the FUN.

**3.19. COMPES-B Users Groups.** This base-level group, chaired by the Installation Deployment Officer, is responsible for overseeing implementation and usage of the base-level modules and forwarding recommended system changes to the parent MAJCOM. Reference AFI 10-403 for additional information.

**3.20. Module Users Groups.** Each COMPES module Air Staff OPR heads a Functional Users Group consisting of representatives from all MAJCOMs and agencies which use that module. Its purposes are to:

3.20.1. Review and recommend approval/disapproval of suggested system changes which affect their module.

3.20.2. Act as an advisory body to the Air Staff OPR.

3.20.3. Promote an interchange of information between members.

**3.21. COMPES Users Group (CUG).** The CUG is convened on an as-required basis and consists of a simultaneous meeting of all of the module users groups. It is normally convened to discuss issues that affect COMPES as a whole. The CEC Chairperson directs the meeting.

## Chapter 4

### JOINT OPERATION PLANNING AND EXECUTION SYSTEM DATA BASE DEVELOPMENT

#### *Section A--Definition of JOPES Data Base*

##### **4.1. Definitions:**

4.1.1. The JOPES data base is the total data base of all JOPES planning data and information available for planning and execution manipulation. It includes all OPLANs, OPLAN Versions, force modules, force packages, or any other planning data that is resident on the networked data base and is accessible through JOPES software. The data can be arrayed, sorted, and displayed in useful forms.

4.1.2. Individual OPLAN Time-Phased Force and Deployment Data (TPFDD) is a subset of the JOPES data base. The TPFDD is the central foundation for force planning, movement scheduling, logistics planning and plan execution, and as such, is of primary concern to the force planners. It documents the types of forces and identifies specific units supporting an operation plan. It also includes routing data from origin to destination.

**4.2. Types of TPFDDs.** Air Force planning uses two types of TPFDDs:

4.2.1. **Capabilities TPFDDs.** Capabilities TPFDDs are associated with OPLANs. They cannot contain flying or support forces which are in excess of those apportioned to the theater commander for planning in the WMP-3, Parts 1 and 2.

4.2.2. **Requirements TPFDD.** Requirements TPFDDs are associated with the US Air Force Support Sizing Exercise (FORSIZE). They also cannot contain flying forces in excess of those apportioned but can contain support force requirements in excess of those apportioned.

**4.3. TPFDD Criteria.** All TPFDDs must show force requirements by largest practical unit dimensions; for example, fighter squadron or combat support group, except where small increments will enhance the accuracy and oversight of the operational and functional requirements statement.

4.3.1. Additionally, force planners must:

4.3.1.1. Use approved standard UTCs to the maximum extent possible.

4.3.1.2. Use UTCs that provide for general purpose vehicles if the employment base does not have a source of vehicles and the ability to carry out the mission rests on Air Force general purpose vehicles.

4.3.1.2.1. As a general rule, units do not deploy Air Force general purpose vehicles as part of a UTC when that type support can be reasonably assured to be available at the employment location.

4.3.1.2.2. Additional general purpose vehicles must not be authorized to a continental United States (CONUS) location solely to satisfy a deployment requirement.

4.3.1.3. Use Core UTC packages to the maximum extent possible.

4.3.1.4. Ensure all support planning functions are included in the TPFDD (reference the Preface to the Air Force War and Mobilization Plan, Volume 3 (WMP-3), Part 2).

4.3.1.5. Ensure the TPFDD is formatted according to the Air Force JOPES Reporting System (JOPESREP) guidance contained in Chapter 7.

4.3.2. A complete TPFDD must include all functional requirements. This criterion must be closely monitored for compliance by all war planners at each level to ensure the TPFDD is correct.

4.3.3. Additionally, nonunit planners must:

4.3.3.1. Assign cargo increment numbers (CIN) and personnel increment numbers (PIN) as directed by the supported unified CINC and by paragraphs 7.11.3 and 7.11.6.

4.3.3.2. Use JOPES logistics estimator software to develop notional movement requirements when actual resupply requirements cannot be determined.

4.3.3.3. When actual resupply requirements can be determined (i.e., munitions, TRAP, chaff/flares, etc.), develop nonunit records manually and entered into the TPFDD.

4.3.3.4. Provide guidance to field units on how to integrate nonunit movements with mobility and reception procedures.

4.3.3.5. Coordinate with the supported CINC to ensure nonunit records are included in transportation feasibility analyses.

4.3.3.6. Use the nonunit personnel generator to determine replacement personnel requirements.

4.3.3.7. Use the medical planning module (MPM) to determine casualty movement requirements and nonunit medical resupply requirements (Class VIII).

4.3.3.8. Use the Joint Engineering Planning and Execution System (JEPES) subsystem or the Air Force Class IV resupply planning factors in the Logistics Factors File (LFF) to develop construction nonunit resupply requirements (Class IV).

#### ***Section B--Procedures for Developing TPFDD for Air Force Forces***

#### **4.4. Deployment Planning Concept:**

4.4.1. Air Force planning is based on the concept that unit deployments normally occur between Movement Day (C-Day) and C+30. Since planning assumptions, response options, and mobilization timing varies depending on the scenario, this does not mean that units always close at destination prior to C+30. Transportation constraints, reception capability, and operational concepts dictate the final closure rate of the deploying forces. All units that are made available for deployment within the TPFDD are considered unit moves. Attrition filler aircraft are indicated as sub elements of squadrons and made available for deployment, but normally are "on call" and are not considered to be unit deployments.

4.4.2. The following are examples of the distinction between attrition filler forces and unit moves. CINCs may identify units as attrition fillers in their TPFDD at their discretion. When squadrons are identified as attrition filler forces within a TPFDD, there is no need to deploy concurrently a field maintenance capability and other support force capability. When squadrons are considered for a unit move, the planner must consider all the support needed for a unit move.

#### **4.5. Force Utilization:**

4.5.1. TPFDDs are the primary means for the Air Force to evaluate the level and availability of support required for viable scenarios. Forces may be required for concept plans (CONPLANs) where no deliberate planning TPFDD is developed.

4.5.2. Both active and Air Reserve Component (ARC) organizations are expected to be capable of providing

resources organized and equipped according to standard US Air Force Manpower and Equipment Force Packaging System (MEFPAK) UTC configurations. However, operation planning must account for use and availability of active/ARC resources within JSCP response options. Hence, when building/sourcing Core UTC Packages, it is imperative to use active support units with active aviation units; ARC aviation may use active and ARC support.

4.5.3. Maximum combat capability is attained through the accelerated deployment of augmenting combat forces consistent with transportation, tanker support, and reception constraints.

**4.6. Force Tailoring.** Where practical, force tailoring is encouraged during OPLAN development to accurately account for operational requirements and plan the support and transportation requirements. However, time permitting, the most meaningful force tailoring is normally accomplished during execution planning when the forces and associated airlift requirements are updated and refined for a specific operation or contingency. When OPLAN tasking is less demanding than the smallest standard UTC, the quantities of equipment and personnel should be reduced/tailored, as appropriate, to the requirements of the OPLAN tasking. This is a judgement decision based on the required specific equipment and type of manpower.

4.6.1. Force tailoring accomplished during OPLAN development requires:

4.6.1.1. JOPESREP force movement characteristics data for all tailoring to standard UTCs.

4.6.1.2. Contingency Operations/Mobility Planning and Execution System (COMPES) logistics planning file (LPF) data and Deployment Requirements/Manning Document (DRMD) data.

4.6.1.2.1. The DRMD is the primary document used to account for and manage human resources in contingencies. Manpower tailoring authorized by the supported command must be included in the DRMD preferably before deployment, but not later than 24 hours after departure of designated augmentation or support forces.

4.6.1.3. Summary reference file (SRF) Air Force employment (manpower) data.

4.6.2. All MAJCOM UTC functional area managers must provide force tailoring data when they use nonstandard and tailored UTCs. Tailored data must include the detailed manpower and equipment needed.

4.6.3 UTC functional area managers are the primary review authority for their UTCs and will deconflict any force requirement before their UTCs are tailored. Force deconfliction must be coordinated with all functional areas tasked in a UTC before tailoring takes place.

**4.7. Force Modules.** Force modules (FM) are a planning and execution tool which use defined combinations of force capabilities which are linked together through JOPES ADP software. Normally, FMs represent combinations of combat units with their required supporting units, as well as an appropriate amount of logistics supplies to sustain the units for a specified period dependent upon materiel stockage, prepositioning objectives, and assets availability.

4.7.1. Once an OPLAN TPFDD is completed, any number of combinations of forces and support within the TPFDD can be electronically linked through JOPES software to allow rapid extraction and manipulation to satisfy planning requirements. Once identified, these FMs give the planners the flexibility to respond to changes during execution planning. OPLAN dependent FMs could be used to identify:

4.7.1.1. Forces and support needed for flexible deterrent options.

4.7.1.2. Swing forces and support.

4.7.1.3. Categories of forces (i.e., all fighters, all C-130 units, all Red Horse UTCs, etc.).

4.7.1.4. Individual units and associated support.

4.7.1.5. Core UTC packages.

4.7.2. FMs, using the JOPES FM software, provide the capability to modify existing OPLANs or to rapidly build a TPFDD in a No-Plan situation.

4.7.3. JOPES standard computer software is used to allow the identification of FMs within a given TPFDD file data base. Each individual ULN, CIN, and PIN could be associated with one or more FMs and a capability to aggregate the personnel and cargo movement requirements associated with the respective modules. Each FM is identified by a three-character, alphanumeric identifier. File space within JOPES software has been allocated to provide each user with the capability to retrieve a standardized set of data concerning each module.

**4.8. Intra-Service Data Exchange.** Deployment and employment planning within the Air Force requires the development and communication of data.

4.8.1. The means of communicating these detailed planning data among Air Force commands and agencies is through the exchange of suitably prepared JOPEs TPFDDs and COMPES DMDs and LPFs.

4.8.2. Detailed logistics force definition data are available in the COMPES logistics force packaging (LOGFOR) subsystem and logistics planning (LOGPLAN) system of each MAJCOM. Equipment tailoring must be according to procedures established in Chapter 16 using the COMPES LOGPLAN system.

4.8.3. Detailed manpower force definition data for standard UTCs are available in the COMPES MANPER Manpower Force Packaging System (MANFOR) located in each MAJCOM and each base with a MANPER-B system. Force definition data for specific plans, reflecting the actual use of standard UTC data as well as tailored and nonstandard requirements, are contained in DMDs prepared for each plan either at MAJCOM, intermediate headquarters, or base level. Requirements tailoring must be accomplished per procedures in this chapter.

**4.9. Operation Plan Tasking Policy.** To facilitate transportation planning, all Air Force TPFDDs must reflect planning origin information. Because of the detailed levels of planning completed during the deliberate planning cycle, all Air Force OPLANs written to support unified command plans must include the specific tasking of Air Force units identified by unit identification code (UIC) to fulfill the TPFDD force requirements as follows:

4.9.1. All augmenting combat (flying) and support (non flying) forces will be specifically tasked, as deemed appropriate, by the supported and supporting commands and Air Staff plans personnel. MAJCOMs will notify units of beddown changes 90 days prior to the effective date of the TPFDD, and will include any new training requirements to support the changed tasking. All supporting documentation should be forwarded to the unit as soon as possible after the change is initiated.

4.9.2. All MAJCOMs which develop OPLANs supporting the Joint Strategic Capabilities Plan (JSCP) must maintain current unit and detail manpower and logistics tasking for the first 15 days of deployment.

4.9.3. Required Air Force forces will be tasked in the supported unified CINC's basic OPLAN. Supporting

MAJCOM OPLANs will document their portion of these taskings.

4.9.4. Supporting commands will notify the supported commanders of changes that occur to tasked units.

**4.10. TPFDD Fields for Force Requirements and Capabilities (JOPEsREP Force Requirement).** The planning community must identify UTCs; service reserve codes; active, ANG, or AFRES units; the providing organization codes; force destination; and required delivery date (RDD) in the JOPEsREP force requirement and routing element.

4.10.1. All Air Force TPFDDs will be sourced according to HQ USAF/XOXW instructions. Sourcing conferences will be initiated by HQ USAF/XOXW when deemed appropriate.

4.10.2. No TPFDDs will be sourced without prior coordination and approval of HQ USAF/XOXW.

4.10.3. This data enables the supporting command to select forces to fulfill the designated force requirements. Core UTC and OPLAN sourcing have priority over base level assessment resources. Specific instructions will be provided prior to any Air Force sourcing conference by HQ USAF/XOXW.

4.10.4. The JOPEsREP force routing and requirement element used for communicating this information must be completed according to procedures in Chapter 7.

### *Section C--OPLAN and CONPLAN Development*

**4.11. Air Staff Responsibilities.** HQ USAF/XOXW will:

4.11.1. Maintain the Core UTC packages in accordance with Chapter 5, section D of this manual.

4.11.2. Maintain the Air Force UTC Availability data base.

4.11.3. Maintain the War and Mobilization Plan, Volumes 1 - 6.

4.11.4. Organize and chair the Air Force-wide OPLAN TPFDD sourcing conference.

4.11.5. Represent the Air Force at joint planning conferences.

**4.12. Responsibilities of Supported Air Force Component Commands:**



4.12.1. Using JOPES procedures and processes, Air Force component commands will develop OPLAN draft TPFDDs based on CINC-provided planning guidance and the planned employment concept. The planning guidance contained in the WMP 1, Basic Plan, should guide support force planning.

4.12.2. Select, time-phase, and beddown combat forces by UTCs reflected in the WMP-3, Part 1. Combat forces must not exceed WMP-3, Part 1 availability for each CINC in any given OPLAN scenario.

4.12.3. Using the Core UTC package concept described in Chapter 5, select the Core UTC package for beddown with their associated aviation units to provide the baseline for further refinement. If possible, support UTCs in Core UTC packages should be time-phased within plus or minus two days of the aviation unit. Excess UTCs in the Core UTC Packages (due to intheater War Reserve Material, host nation support, etc.) will initially be identified by a Latest Arrival Date (LAD) of C888. They will remain in the TPFDD until after Air Force sourcing is completed. The component may then remove these excess UTCs from the TPFDD.

4.12.4. Analyze the in-theater base support capability (computed at wartime rates) and host nation support agreements to ensure all applicable functional areas are included for each beddown. Support requirements not addressed by the Core UTC Packages will be added to the TPFDD and time-phased.

4.12.4.1. Comply with WMP 3, Part 2 as an apportionment of support force UTCs available for planning. If UTCs are required above the apportionment, other means, such as host nation support or contract services, should be pursued to meet the requirement.

4.12.4.2. Updated WMP data bases will be made available periodically on the World Wide Military Command and Control System (WWMCCS). Use JOPES TUCHA data for UTCs needed but not listed in the WMP or for data that may have changed since the WMP was published.

4.12.5. Source from in theater any requirements over and above the Core UTC packages prior to Air Force-wide sourcing.

4.12.6. Use approved standard MEFPK UTCs. If a nonstandard UTC must be included to describe a force requirement, refer to figure 4.1. for the correct UTC subcategories. SRF USAF force supplement (manpower) data and detailed COMPES LPF data will be created for all nonstandard UTCs (see Paragraph 7.11.5). If the supporting detail is not provided for a nonstandard UTC, inaccurate or no movement requirements will be generated and the UTC will be deleted from the TPFDD.

Unit Type Force Codes (UTC)	Type	Unit Type Descriptions
1SZ99	ADI	AIR DEFENSE, MISC
3AZ99	TSS	SUPPORT, MISC
3BZ99	SBS	BOMBARDMENT, MISC
3CZ99	ACC	ABCCC, MISC
3DZ99	TEW	TEW-INTEL, MISC
3EZ99	ADI	FIGHTER INTERCEPTOR, MISC
3FZ99	TFS	FIGHTER SQUADRON, MISC
3MZ99	AES	AEROMEDIVAC, MISC
3NZ99	TAS	AIRLIFT, MISC
3RZ99	TRS	RECONNAISSANCE, MISC
3SZ99	SOF	SPECIAL OPERATIONS, MISC
3TZ99	ARR	AIR RESCUE AND RECOVERY, MISC
3WZ99	WEA	WEATHER, MISC
3YZ99	ARS	AIR REFUELING, MISC
4FZ99	CES	ENGINEERING, MISC
6ZZ99	CSS	COMM-COMPUTER
7EZ99	ACE	AIRLIFT CONTROL, MISC
7FZ99	TCS	TAC AIR CONTROL SYS, MISC
9AZ99	HQS	HEADQUARTERS, MISC
CZZ99	CMD	COMMAND, MISC
FFZ99	MED	MEDICAL, MISC
HFZ99	MNT	MAINTENANCE, MISC
HHZ99	MMS	MUNITIONS, MISC
JFZ99	SUP	SUPPLY, FUELS, MISC
LWZ99	PST	POSTAL, MWR, SERVICES, MISC
PZZ99	INT	INTELLIGENCE, MISC
QFZ99	SPS	SECURITY, OSI, MISC
RAZ99	ADM	INFORMATION MANAGEMENT
RFZ99	PER	PERSONNEL, MISC
TFZ99	TNG	TRAINING, MISC
UFZ99	TRN	TRANSPORTATION, MISC
XFZ99	CSG	SUPPORT, MISC
XRZ99	ARR	RESCUE, MISC
XWZ99	WEA	WEATHER, MISC

**NOTE:** These subcategories for UTCs must be used for functional areas normally described by non-standard UTCs. JOPESREP format procedures apply. manpower and logistics detail is mandatory. The Z99BB format will only be used with a force indicator code (FIC) of 7 in Air Force TPFDD products.

**Figure 4.1. Subcategories for Describing Nonstandard UTCs.**

4.12.7. Assign FRNs at the UTC level in accordance with the CINC's guidance.

4.12.8. Consider transportation, tanker support, and reception constraints and force availability dates in establishing the required delivery dates (RDD).

4.12.9. Prepare JOPESREP force requirement and routing data according to procedures in Chapter 7. Prepare logistics tailoring information according to procedures in Chapter 16.

4.12.10. After component TPFDD completion, advise by message the availability of the draft TPFDD in automated format and the COMPES DMD and LPF data to HQ USAF/XOXW, LGXX, and to all supporting MAJCOMs and planning agencies.

4.12.10.1. JOPES will be the primary plan distribution method. File transfer service within WIN will be the secondary plan distribution method.

4.12.10.2. A printed hard copy will be provided to the other non-WWMCCS supporting MAJCOMs and field operating agencies (FOAs), as requested.

4.12.11. Develop force movement characteristics for possessed nonstandard force requirements.

4.12.12. At the sourcing conference, force requirements that lacked sourcing (not sourced through the Core UTC concept or in theater assets) are sourced.

4.12.13. Develop resupply requirements for notional and actual movement requirements. Notional resupply requirements are developed using the JOPES logistics estimator software. However, the notional resupply requirements cannot be processed until force planners can provide a sourced forces TPFDD to logistic planners. Actual movement requirements can be developed after the OPLAN Wartime Aircraft Activity Report (WAAR) and Expenditure Per Sortie Factors (EPSF) are developed, which is used to produce the applicable OPLAN Wartime Consumable Distribution Objective (WCDO).

4.12.14. Develop replacement and filler/replacement personnel requirements for all forces in the TPFDD.

4.12.15. Incorporate HQ USAF, MAJCOM, and planning agency comments and completed force unit identification elements, and finalize the TPFDD.

4.12.16. Participate in TPFDD refinement conferences as tasked by the Joint Staff.

4.12.17. Finalize the TPFDD and make it available through WWMCCS to all MAJCOMs who provided forces or were tasked in the plan, and to HQ USAF/XOXW.

4.12.18. Build OPLAN unique force modules within the TPFDD to meet the planning objectives and specification of the unified command.

4.12.19. If a scheduled effective date has not been established, then within 7 days of receipt of CJCS notification of approval of a new or revised OPLAN TPFDD, notify HQ USAF/XOXW and the appropriate supporting commands and agencies that the pertinent TPFDDs were approved and are effective. This will ensure all responsible agencies are informed of new or changed OPLAN TPFDDs.

4.12.20. Provide TPFDD data and requirements resource analysis to base level for use in reception planning.

4.12.21. Perform periodic maintenance on the TPFDD.

**4.13. Responsibilities of Supporting MAJCOMs and Force Providing FOAs.** Supporting MAJCOMs and force providing FOAs (e.g., HQ AFRES and the NGB) will:

4.13.1. Provide an update to the HQ USAF/XOXW Air Force UTC Availability data base upon request.

4.13.2. Participate in the Air Force-wide sourcing conference and provide input, such as adding all forces and support which are considered necessary to support the OPLAN but that remain under supporting command control. Provide complete TPFDD elements to the component command to include in the TPFDD. HQ AFRES and the NGB will participate and provide input to the Air Force-wide sourcing conference and maintain close coordination with the gaining MAJCOMs.

4.13.2.1. Taskings for augmentation forces will be according to the WMP-3, Part 2, Preface.

4.13.2.2. The JOPESREP code for providing organizations for those MAJCOMs not identified in the JOPESREP table will be "F".

4.13.3. Continue to monitor OPLAN TPFDD development until finalized, making inputs as necessary. Develop and forward force movement characteristics for nonstandard UTCs to the Air Force component of the supported CINC prior to the TPFDD being frozen by the CINC. If supporting detail specified in this chapter is not received, the nonstandard UTC will be deleted from the TPFDD; otherwise the TPFDD will contain incomplete unit tasking information.

4.13.4. Air Mobility Command (AMC) will incorporate AMC mission support requirements, based on the best available data, into the unified command TPFDD during OPLAN development.

4.13.4.1. These forces must be added to the TPFDD in the largest practical unit dimensions possible and must be limited to the initial positioning of Aerial Port Forces and Tanker Airlift Control Elements (TALCE) at the required Port of Embarkation or Port of Debarkation (POE or POD).

4.13.4.2. The TPFDD must show the total TALCE requirement but must not show TALCE reconfiguration or additional intra-theater or CONUS movement to support changes in stations or station workloads.

4.13.5. Ensure Air Force units in direct support of other service forces are included in the supported CINC's TPFDD. In the unit force record, reflect that the forces

are to be moved from the same POE to the same POD in the same time frame as the other service unit being supported.

4.13.5.1. Weather support, joint communications elements and forward air control elements are primary examples. All weather support requirements will be included in the theater Air Force component TPFDD. All Air Force UTCs supporting Army forces will be force requirement number (FRN) linked with the headquarters element or sub-element of the Army combat force supported.

4.13.5.2. In some cases, Air Force units providing direct support for other service forces are included in the UTCs for that service, such as, TACPs supporting the US Army. In this instance, the providing command must ensure effective alert and reporting procedures are established with the applicable Army component.

4.13.6. Provide specific planning origin information for all combat and support force requirements that can be sourced.

4.13.6.1. Unless specifically tailored, all force requirements will be sourced to deploy at full UTC authorization, that is, total primary aircraft authorized (PAA) and authorized personnel and equipment.

4.13.6.2. It may be necessary to "source" the force requirement from more than one base. However, priority must be given to meeting the OPLAN latest arrival date for each force requirement, even though the full UTC authorization may not be met. When a force requirement is sourced from two or more locations and the fragmentation code is used, the manpower requirements of each unit line number (ULN) must be defined using SRF USAF force supplement (manpower) data. These data must be provided to the Air Force component of the supported CINC.

4.13.6.3. GEOLOC codes must be provided for equipment resupply and personnel replacements.

4.13.7. Keep organizations providing resources advised of any change in applicable plans, for example, new or revised plan, PID change, and TPFDD refinement changes. Accomplish this within 30 days after the supported component command has notified the supporting organization of the changes.

4.13.8. When tasked to support OPLANs, develop planning documents which address mobility and deployment planning for supporting their OPLAN taskings. Provide copies of these documents to the Air

Force component command which has primary planning responsibility for review and comment.

4.13.9. At least 30 days prior to the scheduled supported commander OPLAN submission to the CJCS, or within 60 days after the Forces/Logistics TPFDD refinement conference for non scheduled OPLANs, provide installation deployment officers and wing/group DOs (Military Personnel Flights in the ARC) with the deployment taskings for their units. Parent MAJCOMs are responsible for providing DRMD deployment taskings for their units which are tenant units unless other formal arrangements have been made.

4.13.10. At least 30 days prior to the scheduled supported commander OPLAN submission to the CJCS, or within 60 days after the Forces/Logistics TPFDD refinement conference for non scheduled OPLANs, provide all tasked units' wing/group plans office with their pertinent TPFDD information. This data will be extracted from an "all forces" TPFDD and include the following:

4.13.10.1. All records that show the wing/group home base as origin, port of embarkation (POE), port of debarkation (POD), destination or intermediate stop.

4.13.10.2. All records that show the wing/group beddown base as origin, POE, POD, destination or intermediate stop.

4.13.10.3. All records that will beddown at the wing/group's destination(s).

**4.14. TPFDD Maintenance.** The Air Force portion of a supported CINC's TPFDD will be maintained under a separate JOPES PID on the Air Force component command's WWMCCS host and updated as required. The component will ensure WIN access and JOPES permissions are granted to MAJCOMs and FOAs to facilitate maintenance. This will provide a current, executable OPLAN TPFDD. This updated TPFDD will be used at execution, for unit training requirements, and for exercises and evaluations. TPFDD maintenance will be accomplished under the following circumstances:

4.14.1. The supported CINC determines that TPFDD maintenance is required.

4.14.2. The Air Force component command feels it necessary.

4.14.3. If directed by HQ USAF/XOXW.

4.14.4. A year has passed since the last review/creation of the TPFDD.

**NOTE:** No Air Force component or MAJCOM will identify any new wartime beddown location for any units unless there is a corresponding, coordinated TPFDD which designates unit and unit support changes.

**4.15. CONPLAN List of Forces.** Normally, Air Force component command CONPLANs contain a listing of combat forces only.

4.15.1. Support forces are normally not included in this listing unless the involved component command dictates that level of planning. If support forces are included, they may be listed by individual UTCs or by packages of support summarized by location.

4.15.2. A TPFDD is not required for CONPLANs. A TPFDD will be generated during the execution planning phase when the CONPLAN is expanded into an OPLAN or OPORD or is directed by JCS or support CINC.

#### ***Section D--How To Develop the TPFDD During Execution Planning***

**4.16. Relationship of Execution Planning to OPLAN Development.** Execution planning differs from deliberate operation planning in two basic ways:

4.16.1. Execution planning is time-constrained and requires the most current information on actual allocated units.

4.16.2. Deliberate operation planning is less time-constrained and involves apportioned forces which may include both actual and notional, or type unit data.

**4.17. Criteria for Effective Execution Planning.** An effective execution planning capability:

4.17.1. Employs simple procedures highly similar to the deliberate planning procedures that lead to a high degree of understanding between those commands gaining and those providing forces.

4.17.2. Incorporates a rapid, yet effective means of communicating planning data among commands. Currently, the most effective means of communicating these data is via JOPES, COMPES, the secure telephone, WWMCCS Intercomputer Network (WIN) teleconference, facsimile (FAX), or message.

4.17.3. Has the ability to determine the gaining command's current resources, by base and by function so that augmentation UTC requirements can be established.

4.17.4. Uses JOPES and supporting ADP to achieve the objectives in Paragraphs 4.17.1 through 4.17.3 above.

ADP systems can provide significant assistance to execution planning if the systems:

4.17.4.1. Are user-friendly and have sufficient trained operators.

4.17.4.2. Employ standard procedures.

4.17.4.3. Facilitate the rapid communication of the necessary data.

4.17.4.4. Interface with other standard ADP systems.

4.17.4.5. Possess the ability to retrieve rapidly and manipulate pre-stored standard data. Such data, if accessible by all commands engaged in execution planning, can provide a common departure point, be tailored to the developing situations, and be rapidly exchanged among commands.

**4.18. Support for Execution Planning.** The Air Force maintains detailed type unit planning data in a computerized form using the COMPES to facilitate inter-command communication of these data for effective execution planning.

4.18.1. COMPES provides:

4.18.1.1. A one-way (bottom-up) interface with JOPES to provide joint users with Air Force required levels of planning detail.

4.18.1.2. Identification of in-place assets.

4.18.1.3. Interface with MEFPK data.

4.18.1.4. Ability to produce JOPESREP data for nonstandard force requirements.

4.18.1.5. Ability to communicate data through AUTODIN.

4.18.1.6. Ability to tailor manpower and logistics data due to theater unique requirements (such as host nation support, pre-positioned WRM, etc.).

4.18.1.7. Ability to reflect standard, tailored, or nonstandard information in DMD format and communicate this information directly between headquarters and bases.

4.18.2. These COMPES capabilities enhance the timeliness and accuracy of response during execution planning.

**4.19. Execution and No-Plan TPFDD Development Procedures:**

4.19.1. Air Force component commands of supported CINCs will:

4.19.1.1. Based on allocated forces, select combat forces from WMP-3, Part 1, an existing WMP-3, Part 1 data base force list, an OPLAN, or a force module; and review, update, and determine their beddown, as required. The required combat forces will be identified by placing their UTCs in an execution TPFDD. Each TPFDD record will include beddown information and identification of the organization providing the force (through use of the providing organization code as defined in JOESREP).

4.19.1.2. Determine the augmentation support forces required by initially using the Core UTC Package concept described in chapter 5, analyzing the capability of in-theater base assets support (computed at wartime rates) and the concept of operations. The support force requirements will be identified by placing UTCs in the execution TPFDD. Each TPFDD record will include beddown information and identification of the organization providing the force.

4.19.1.3. For each FRN in the TPFDD, input theater movement information which will include port of debarkation, earliest arrival date, latest arrival date, and required delivery date (RDD).

4.19.1.4. Using the FRN, develop the JOESREP force definition supplement element and logistics force definition changes required of existing UTCs. Provide manpower tailoring information for DMDs.

4.19.1.5. Develop, by FRN, JOESREP service force definition supplement element and logistics force definition data for all nonstandard UTCs. Provide nonstandard manpower DMD detail. (See figure 4.1 for subcategories to be used in TPFDDs.)

4.19.1.6. Provide completed JOESREP and COMPES MANPER data to support the CINC and the HQ USAF/CAT.

4.19.1.7. Task supporting MAJCOMs to source TPFDD UTC requirements. Ensure supporting MAJCOMs are notified of the TPFDD plan identification number, TPFDD availability, and any applicable teleconferences. Direct equipment shortfalls to the HQ USAF/CAT for resolution. Direct requests to fill personnel shortfalls to the Air Force Military Personnel Center according to Personnel Support for Contingency Operations (PERSCO).

4.19.1.8. If required, designate an executive agent to facilitate TPFDD development. In this case, the executive agent will have tasking authority as directed by the supported Air Force component commander.

4.19.1.9. Via WWMCCS teleconference or AUTODIN message, communicate additions, deletions, and changes to manpower and logistics force definition data to the providing command.

4.19.1.10. Review, update and determine nonunit logistics and manpower requirements and include in the TPFDD. Coordinate through HQ USAF, AMC, and applicable MAJCOMs for resupply of stocks not available in theater.

4.19.2. Supporting MAJCOMs and force providing FOAs must:

4.19.2.1. Provide the required combat and support forces, based on tasking assignments. If the organization cannot fill requirements, then they must notify the supported Air Force component command.

4.19.2.2. Based on planning data received from requesting commands:

4.19.2.2.1. For logistics, develop tailored TPFDD information using actual unit data. For manpower, do not change the original DRD manpower requirements, but reflect the AFSC of the deploying member, where different from the requirement per approved substitution rules, in the mini-record corresponding to the ULN being deployed.

4.19.2.2.2. Advise the gaining command by FRN of any necessary manpower or equipment changes resulting from unit uniqueness.

4.19.2.2.3. Identify sources meeting all force requirements, unless tailored, to deploy at full UTC capability.

**NOTE:** It may be necessary to task more than one unit to fill the force requirement. However, priority will be given to meeting the OPLAN latest arrival date for each force requirement, even though the full UTC authorization may not be met.

4.19.2.2.4. Forward JOESREP data elements for all units that vary from the standard to the supporting CINC; for example, HQ AMC forwards variation data reflecting required alterations to TPFDD flow to U.S. Transportation Command (USTRANSCOM). For service inputs of tailoring data, provide JOESREP elements to the component of the supported CINC, for

example, HQ ACC reports a unit's requirements due to modified readiness spares packages to HQ USAFE.

4.19.2.2.5. Advise the gaining command of any necessary changes in nonunit movements.

4.19.2.2.6. In cases where planning data is not provided by the supported air component in DRMD format, supporting organizations will either build requirements in DRMD format to supported command specifications reflected in the TPFDD at their headquarters, or provide necessary PID, ULN, UTC, RDD, and other information for their subordinate units to build these documents. In the absence of sufficient standard, nonstandard, or tailoring information to provide full requirements detail, subordinate units will be directed to prepare DRMDs and generate mini-records reflecting actual deployment of people.

4.19.2.3. For Air Force deployments, report to the supported CINC the changes to airlift requirements for existing plans or generate airlift requirements when no plan exists. Forward airlift requirements and point of origin data to the supported CINC via JOPEsREP data elements.

4.19.2.4. Provide HQ USAF/CAT the information developed in paragraphs 4.19.2.1 through 4.19.2.3.

**4.20. Filling Mobility Personnel Shortfalls.** Since supported commands select UTCs to meet specific missions, all UTCs identified and sourced in TPFDDs are assumed to be fully manned and equipped.

4.20.1. During deliberate planning, primaries and alternates should be loaded against each deployment position, within the authorized manning of the unit, according to AFI 10-403.

4.20.2. For execution planning, when personnel or equipment shortages exist at base level during execution, deploying UTCs must be fully operational. However, a UTC does not have to be 100 percent manned to be fully operational. To ensure tasked UTCs are deployed with the maximum capability possible, unit commanders must use judgement and consider circumstances in addition to personnel numbers, such as:

4.20.2.1. **Overall Capability.** To assess the capability of tasked UTCs, the commander should also look at leadership, AFSC mix, training, equipage, and morale. Consider the overall impact to all concerned UTCs before cross-leveling resources. A first deployed C-2 capable UTC should not necessarily be brought up to a C-1 status at the cost of degrading a later deploying UTC from a C-2 to a C-4.

4.20.2.2. **Importance of Tasking.** Consider the mission of tasked UTCs before taking cross-leveling action. The first deployed UTC may have a less important tasking in terms of location, mission supported, and relationship to and interaction with other forces deployed than a later deploying UTC.

4.20.2.3. **Timing Between First and Subsequent Deployed UTCs.** The greater the time between deployments, the higher the probability that backfill actions can be made to later deploying UTCs that provided resources to the earlier deploying UTCs.

4.20.2.4. **Untasked UTCs.** Personnel assigned to UTCs that are not tasked in the OPLAN/contingency operations being executed are available for use as backfill of tasked UTCs that need assistance before deployment. Execution always has priority over deliberate planning.

4.20.3. The supporting commander determines the capability of a tasked UTC and requests backfill only when required to bring that UTC to a fully capable status. If a base is unable to maintain team integrity on a tasked UTC (not fully operational) because of personnel being TDY, hospitalized, etc., then it is incumbent on the commander to first attempt to fill those vacancies from other on-base resources. These fills can come from personnel not assigned to any other UTC, or personnel occupying a position on an untasked UTC or a later deploying UTC. Local cross-leveling of personnel resources is required before going to the MAJCOM. MAJCOM cross-leveling of personnel resources is required before going to AFMPC for backfill. If there are vacancies on later deploying UTCs, because of inherent shortages or because of reallocation of personnel to earlier deploying UTCs, then the base would need to work through their respective MAJCOM and then AFMPC, to round out those UTCs. It is not necessary to backfill unexecuted UTCs unless there is a degradation of the base's wartime mission.

### ***Section E--Support Force Sizing (FORSIZE)***

**4.21. Support Force Adequacy.** A primary Air Force responsibility is to ensure that sufficient support is available for combat forces to accomplish their mission. To determine support force adequacy, both overseas and in the CONUS, compare support force requirements to available resources and resolve the shortfalls/overages which indicate an inability to satisfy wartime commitments.

4.21.1. Measuring support force adequacy and resolving mismatches is a continuing and enduring Air Force mission. Each time we compare a UTC or DRMD requirement to manpower authorizations, personnel

assigned or equipment owned, we are assessing Air Force support force adequacy. Reception planning, mobilization planning and mobility are part of our daily jobs requiring an assessment of support force adequacy.

4.21.2. While daily specific assessments are necessary, we must have an acceptable standard baseline for measuring total Air Force support force adequacy. The standard is the same for everyone and provides recognized consistency Air Force-wide. The process of accomplishing this standard support force adequacy program is called FORSIZE.

**4.22. FORSIZE Content.** The total Air Force support force requirement equals the sum of all Air Force deployment commitments plus the in place requirements necessary to sustain wartime base operating functions.

4.22.1. **Deployment Requirements.** Since no single plan or scenario documents all deployment forces necessary for support of national security objectives, deployment requirements will be determined by unit deployment commitments defined by MAJCOMs and documented in WMP-3. Air Force deployment shortages will only exist if documented as an addendum to JSCP directed OPLANs (Paragraph 4.2.2 and 4.12.4.1).

4.22.2. **In Place Requirements.** In place requirements will be developed and documented by installation and transmitted to HQ USAF as required. The JSCP scenario for the Major Regional Contingencies will be used as the framework for development of in place requirements in each overseas theater. CONUS in place needs will be based on their most demanding requirement in accordance with Air Staff and MAJCOM sizing criteria. Manpower requirements will be based on 247/243 monthly available manhours for the military and civilian work force respectively.

4.22.3. **Wartime Manpower Documentation and Utilization.** HQ USAF/PER and MAJCOM manpower will ensure documentation and maintenance of wartime manpower requirements and their utilization.

**4.23. FORSIZE Procedures.** Force Sizing is a continual process. Deployment and in place requirements will be maintained and only changed when deployment commitments or in place missions change. Periodic special guidance and taskings will be provided by HQ USAF/XOX/PER.

4.23.1. HQ USAF will:

4.23.1.1. Develop and distribute to MAJCOMs/FOAs policy and guidance on CONUS base utilization,

planning scenarios, aircraft deployment configurations and functional sizing assumptions and criteria.

4.23.1.2. Resolve requirement and resource mismatches submitted by MAJCOMs/FOAs.

4.23.1.3. Use documented force sizing requirements and resource relationships to manage and validate MEFPK UTCs, core packages and WMP support force availability.

4.23.1.4. Use documented force sizing requirements and resource relationships to support Programming and Budgeting exercises, the OSD Wartime Manpower Mobilization Planning System (WARMAPS), and develop Air Force inputs to the Joint Strategic Planning System assessment documents.

4.23.1.5. Assist MAJCOMs in resolving requirements mismatches through the Biennial Planning, Programming, and Budgeting System (BPPBS) and realignment or revision of mission, functions and resources within and between the active duty, civilian, contract services and selected reserve.

4.23.1.6. Ensure COMPES and other automated systems are designed, developed and implemented to support the Force Sizing process.

4.23.2. MAJCOMs/FOAs will:

4.23.2.1. Ensure all MAJCOM in place and deployment requirements are determined, validated, documented and maintained.

4.23.2.2. Ensure authorized resources are compared to total requirements, MAJCOM overages/shortages are determined, and manpower managers are working to satisfy requirement and resource imbalances from command assets, intra-command realignments, program actions in the BPPBS, or other initiatives which may or may not require additional or realigned resources.

4.23.2.3. Provide FORSIZE requirements and resource relationships to HQ USAF upon request.

4.23.2.4. Provide biennial, in conjunction with the planning cycle, a written assessment to HQ USAF/XOX/PER which details:

4.23.2.4.1. Problems encountered in meeting total wartime requirements with available command resources.

4.23.2.4.2. HQ USAF actions necessary to improve wartime readiness capability.



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## Chapter 5

### CORE UTC PACKAGE CONCEPT

#### *Section A--Core UTC Package Concept Overview*

**5.1. The Core UTC Package Concept.** The Core UTC package concept is a methodology to improve the overall combat capability of the Air Force. There are specific objectives that the Core UTC package concept supports:

**5.1.1. Improved Command and Control at Deployed Locations.** The Core UTC package ensures that a command structure is available at each location. Units are able to plan, train and exercise with the command structure that will be deployed to their planned wartime locations. Commanders are able to pre-plan work-arounds to account for known shortfalls that are consistent from OPLAN to OPLAN. Supported commands are able to more effectively integrate a standardized command and control structure into their host nation coordination and planning processes. Personnel at Air Staff, air component, and subordinate unit levels involved in organizing the command structure at deployed locations must know how AFI 38-101, *Air Force Organizational Structure* (formerly AFR 26-2), affect the organizational structure. AFR 26-2 provides for a provisional unit structure which is essential to the proper organization of units. AFI 51-604, *Appointment to and Assumption of Command*, contains rules about what officers may succeed to command at any level. XP, DP, and JA personnel should be consulted to ensure units are properly organized and commanded by an officer legally authorized to do so.

#### **5.1.2. Improved Transportation Planning:**

**5.1.2.1. Intra-CONUS Transportation.** Core UTC packages are sourced from the combat unit to the maximum extent possible without regard to their sustainment mission. UTCs that are not available from the combat unit are sourced from the MAJCOM host at home station. Remaining UTC requirements are sourced from the nearest available source to the highest priority units. Home station/regional sourcing allows the

supporting units to rapidly travel to their associated combat unit's location and deploy as an integrated unit. This reduces the amount of intra-CONUS movement requirements as well as reducing the average distance required to travel prior to departure.

**5.1.2.2. Intra-Theater Transportation.** Departures from the combat aviation units home station allows airlift, in most cases, to transport the supporting UTC requirements directly into the final destination. By avoiding the POD, those units do not require intra-theater transportation.

**5.1.2.3. Improved Supporting Unit Closure Times.** Supporting units who can travel to, and depart from the combat unit's location avoid the normal delays associated with transit through the origin-APOE-POD-destination chain. Units that travel from the combat unit's origin directly to destination are able to reduce planned travel time anywhere from two to eight days.

**5.1.2.4. Deploying commanders can better control supporting units departure and arrival.** Since the supporting units within the Core UTC package assemble at home station prior to departure for the deployed location, the deployment commander is able, within transportation constraints, to adjust when individual elements of the Core UTC package depart once the airlift flow begins. The commander is assured that all critical links in the command, control, and support structure depart in the order they are needed at their final destination. Commanders are more assured that widely dispersed assets moving through the common user lift and intra-theater lift systems will arrive when needed. The commander can put the support into the destination when he needs it. Commanders are also able to implement work-arounds as the deployment progresses, since they know what capability has deployed and what capabilities are still waiting to move.

### 5.1.3. Improved Deliberate Planning Process and Reduced Planning Workload:

5.1.3.1. Each supported command will use the same Core UTC package for a given unit, including sourcing, in each TPFDD. The Core UTC packages are available within the WWMCCS system in a TPFDD format and identified by specific project code. The master Core UTC database held by HQ USAF/XOXW, is maintained through scheduled maintenance, and is the single point of reference. Since the Core UTC package is identical from TPFDD to TPFDD, planning for possible pre conflict deterrent options or execution decisions is facilitated.

5.1.3.2. Because the Core UTC package provides the majority of the required support to beddown each combat unit, time spent determining basic requirements is reduced. Additionally, since the Core UTC packages are sourced and in TPFDD format, basic TPFDD build time can be reduced. Estimates of lift requirements can be pre-computed for each Core UTC package, thereby accelerating the course of action development.

5.1.3.3. The Air Force OPLAN sourcing conference, when held, can be simplified and its effectiveness increased. Major portions of the sourcing are complete prior to arrival at the conference. Additional time can be dedicated to refining the transportation aspects of the plan, thereby improving the overall transportation flow and reducing the Supported Commands' post-conference workloads.

5.1.4. **Enhanced Unit Training.** The Core UTC package, with home station sourcing, allows the units to train with the primary people who would actually be at the deployment location. Commanders are able to develop and practice work-arounds since they will know where shortfalls in capabilities exist.

**5.2. Core UTC Package Concept Tenets.** The Core UTC package concept is founded on the tenets of self-supportability, unit integrity, sufficiency, and ingenuity. It is also ingrained with the spirit of "lean and mean." The Core UTC package concept, however, does not attempt to place a value judgment on the viability or necessity of whether or not individual functional areas should or should not be included within the Core UTC package. If essential for support, these UTCs should be added to the TPFDD during OPLAN development as beddown round-out UTCs. That determination is left to the individual functional area experts. The Core UTC package is sized and constructed to provide a consistent, coherent, readily identifiable command and support structure at a COB-type location in a limited warfighting configuration.

5.2.1. Some Core package UTCs will not be presourced because of limited available assets. If required in OPLANs, these Core UTC packages will be sourced during OPLAN sourcing conferences. The Core UTC package also allows beddown of multiple Core UTC packages at the same location without exceeding acceptable strength limits. The differences between active duty, guard, and reserve component peacetime manning and available UTC configurations is accounted for by varying the packages slightly. It also accounts for lead or follow-on beddown requirements. Follow-on packages are additive to a lead package and only deploy to a location with a lead unit. A lead core package must have an independent aviation unit. A follow-on core UTC package can have either an independent or dependent aviation unit. Depending on the unit makeup and/or how it is bedded down in the OPLAN.

5.2.2. The Core UTC package concept does not "zero-out" all available UTCs. Significant numbers of additional UTCs remain available in each functional category to provide support capability augmentation at MOBs, and non-aviation destinations. The concept also does not dictate a single command structure. The commander of the deployed location has the flexibility and responsibility to organize his units in a manner to ensure that command and control requirements, as well as Air Force organizational policies are met. The final command structure is based on deployment location, beddown of the other forces, host nation support and agreements, and the employment concept of operations. Finally, the concept does not negate the need for detailed deliberate planning. Each destination has to be carefully planned and the total augmentation requirements documented. The Core UTC package concept merely eases the planning process and allows more time in the planning cycle to plan other critical items, such as in-theater TPFDDs and retrograde planning.

### 5.3. Core UTC Package Structure:

5.3.1. **Basic Deployment Element.** The combat aviation squadron is the basic deployment element of the Air Force. Except for specially organized composite wings, each combat unit must be prepared to deploy and beddown as a squadron, anywhere in the world on short notice, and fight independently, or be integrated with other combat squadrons as their Readiness Spares Package (RSP) status allows. To support the combat squadron, a command and support structure must co-deploy to provide the functions of command and control, combat support, and combat service support. The command and support structure must overcome the "fog and friction" of war to achieve the necessary integration, teamwork, and interoperability of functions to effectively

"fight the base" and sustain the projection of combat air power.

**5.3.2. Deploying Structure.** The deploying command and support structure provides a visible, coherent, and consistent level of support. The structure must be visible so there is absolutely no doubt "who's in charge" of the overall combat operation. Command of a deploying unit is determined by federal law and regulation. Consult AFI 51-604, *Appointment to and Assumption of Command*, and the servicing staff judge advocate to ensure the proper officer is in charge. When aviation deployments at less than squadron size are envisioned, it is also necessary to consult AFI 38-101 and the air component command's organization staff to create provisional units where the deploying elements will operate as an independent unit. Finally, the structure must be consistent. A consistent structure ensures that no critical function is overlooked or neglected, as well as ensuring that the same functions and personnel are always available as the foundation of planning and execution.

**5.3.3. Support Linkage.** The Core UTC package concept links specific, sourced UTCs to individual combat aviation squadrons (or significant aviation deployment elements less than squadron size), which provides most of the support functions necessary to deploy and fight as a unit in a major regional level conflict. The Core UTC package contains specific UTCs from the spectrum of functional areas to provide the required command and support functionality.

**5.3.4. Command and Supervisory Continuity.** UTCs chosen for the Core UTC packages usually provide a clear chain of command and supervisory responsibility for each functional area and include a single individual who is readily identifiable and who is responsible for all activities of the functional area. The chosen UTCs also support a building block approach for establishing required support for the combat aviation squadron destinations. The command and supervisory elements of each functional area are integrated, along with other such elements, to form a structure responsible for supporting the overall wartime mission of the combat aviation units.

**5.3.5. Package Sourcing.** Once sourced, the individual tasked units maintain a linkage with the combat aviation squadron. The supporting unit-aviation linkage will be maintained to the maximum extent possible. Re-sourcing of support units should not be necessary unless additional home station sourcing becomes available or sourcing becomes invalid.

**5.3.6. Continuous Commander Input.** The Core UTC package is normally planned to deploy concurrent with the linked combat aviation unit. The deploying commander, whose position is contained in the specific

9-series UTCs for each package, is the individual "in charge" of all assets encompassed within the Core UTC package. The specific responsibilities of the deploying commanders are outlined in Section E of this chapter. For all non-MOB beddown locations, a Lead Core UTC package will be designated by the Component planner. The designated Lead Core Commander is "in charge" of the initial US Air Force operations at that destination. The Lead Core Commander is responsible for conforming to the supported command's concept of operation. The officer who is to serve as the Lead Core Commander must be eligible in accordance with AFI 51-604, *Appointment to and Assumption of Command*. Potential conflicts about which officer is lawfully entitled to command may arise when officers of differing grade and rank deploy within the same Core UTC package. These conflicts should be resolved as much as possible during planning and training phases. The servicing staff judge advocate can assist in these matters. Lead unit designation will be OPLAN specific.

#### **5.3.7. Fundamental Package Types:**

**5.3.7.1. Lead Core UTC Packages.** The Lead Core UTC package's aviation unit will have an independent RSP. The independent Core UTC package will be capable of supporting the combat aviation unit at a COB, FOL, or standby base with little or no additional support required, except to account for destination specific requirements or individual functional area deficiencies which were not adequately addressed within the Core UTC package. The lead Core UTC package can be planned to a MOB-type beddown. At OPLAN execution, once the final destination is verified to be a MOB, some minor package tailoring may be warranted. However maintaining the entire independent Core UTC package in the OPLAN TPFDD will enhance OPLAN deconfliction and integration. It will allow increased flexibility to respond to unplanned OPLAN execution decisions to divert units to different beddown locations or move to intermediate locations without reworking significant portions of the TPFDD.

**5.3.7.1.1.** Each Core functional area provides, at a minimum, a UTC which contains a designated functional area command or supervisory position that contains the person "in charge" of the UTCs of that functional discipline and that can be integrated into the Core UTC package commander's command, control and responsibility structure. Each Core functional area will also have the basic or initial team or building block UT operations. Normally, the command position will be contained within the initial UTC.

**5.3.7.1.2.** Unless unusual circumstances exist, the earliest arriving unit (either earliest RDD, or potential early arrival due to deterrent options) will be the Lead Unit. In addition, priority for designating Lead Unit

status should normally be: (1) Active before Guard/Reserve; (2) theater-dedicated units over "swing" units. This priority methodology results in the units that are most likely to get to a destination first, and which stay the longest being responsible for the planning for that destination.

5.3.7.1.3. In each lead Core UTC package the support UTC functional OPR for each support area is "in charge" of all planning for that functional area's operations. The Lead Unit functional OPR is responsible for ensuring all individual functional area assets are organized and integrated into a single functional entity. The designated Lead Unit functional OPR is responsible to the Lead Unit Commander for directing the functional operation in support of the overall unit combat mission. Transfer of functional area command at the final destination will be as determined by the Lead Unit UTC Package Commander. The designation of unit commanders and assumption of command will comply with AFI 51-604, *Appointment to and Assumption of Command* and AFD 38-1, *Organization* and AFI 38-101.

5.3.7.2. **Follow-on Core UTC Package.** The follow-on Core UTC package augments and supports a lead Core UTC package. It is not capable of individual beddown in its normal configuration. The follow-on package's aviation RSP will be determined by unit equipment or beddown user. The follow-on Core UTC package should be able to beddown at a MOB without tailoring.

5.3.7.2.1. Functional area UTCs in a follow-on Core UTC package are building block type UTCs. Unless a functional area is represented in an independent package, it will not be included in the follow-on package. Primarily, the follow-on Core UTC package contains UTCs which would be necessary due to the increases in base population caused by the additional aviation squadron, maintenance, and direct combat support.

5.3.8. **Special Categories.** There may also be special category lead and follow-on Core UTC packages. Examples may include: composite wing; Dual Base units; or Special Operations Forces split-unit operations. These, and others, are individually constructed to account for their unique modes of operation and beddown locations which do not exactly fit in the standard lead/follow-on Core UTC packages.

5.3.9. **Common Departure Point.** The Core UTC packages for most aviation squadrons will deploy from the combat aviation unit's origin. All units sourced to the Core UTC package will normally assemble and depart from the aviation's origin. Core UTC packages can plan on having a departure "window" of plus-or-minus 2 days of the aviation's planned departure date. The Core UTC

package sourcing methodology ensures that sourced units have sufficient time to meet planned departure windows and should allow Core UTC package commanders to properly time-phase the departure/destination arrival of the Core package support.

5.3.9.1. Core UTC packages, whose aviation unit is capable of applying organic lift capability against a large portion of the Core package lift requirement may not have sufficient tonnage or passenger requirements to warrant airlift pick-up at home station. If so, the remaining Core UTC package personnel and equipment will normally depart from a single APOE in close proximity to the aviation unit origin. Core UTC package commanders plan and coordinate with the combat aviation squadron for the optimum use of the organic lift capability to ensure that required capabilities, personnel and equipment arrive at the final destination at the required time.

5.3.9.2. If for some reason the Core UTC package cannot be planned to depart from the aviation unit origin, all core units not located at the aviation's origin should assemble at the aviation's origin in preparation for travel to an APOE. This ensures that the Core UTC package commander gains control of the Core UTC package prior to departure. It also helps aggregate sufficient tonnage and personnel to sustain APOE-APOD channel movement over a short period of days.

5.3.10. **Direct Deployment.** The majority of Core UTC packages that embark at the aviation unit home station will fly directly to their final deployed location. For those Core packages (or sub-elements of the Core) that are forced through APOE-APOD channels, reception and onward movement is the supported commander's responsibility. Forward movement planning is facilitated by having the Core package arrive and depart the APOE in an aggregated manner, and is moved forward in the same way.

5.3.11. **Base Command and Control.** All supported commands have developed and documented the command and control concept of operations for their theater's bases. The base level command and control concept of operations will take into account the Air Force command and control capability that deploys within each lead and follow-on Core package. The supported commander must develop organization structure in coordination with the Manpower and Organization community. The Supported Commands' concept of operations will specifically address the following beddown situations, as they apply within their AOR:

5.3.11.1. Host Nation operated COB/FOL/BB (with and without Allied aviation units).

5.3.11.2. Allied COB/FOL/BB (with and without Allied aviation units) with multi-Service (Joint) aviation unit beddown.

5.3.11.3. Core UTC package integration with a MOB.

5.3.11.4. Any non-MOB with different-command Core UTC packages bedded down together; or same command, different-mission aircraft (i.e. bomber-tanker, tactical airlift-SOF, fighter-recce).

5.3.12. **Operations Integration.** Once deployed, the Lead Core UTC package commander directs the US Air Force operations in accordance with the supported command's published concept of operations and the specific beddown situation.

### ***Section B--Core UTC Package Content***

**5.4. Core UTC Package Concept.** Except for the combat force and direct support, the contents of each Core UTC package of the same type contains essentially the same capability, especially in the combat service support areas.

5.4.1. **Core UTC Package Subelements.** There are two subelements within the Core UTC packages: Combat Core and Support Core. The combat core is specific to each individual supported squadron. It contains specific aviation, maintenance, wing/group headquarters, and combat support UTCs that are unique to the MAJCOM, MDS and number of aircraft in the linked aviation unit. The support core contains all remaining UTCs contained in the Core UTC package. The packages may vary from unit-to-unit within limits of acceptable substitution for some functional areas.

5.4.1.1. **Combat Core.** The combat core UTCs are unique to each supporting MAJCOM, and each specific linked aviation unit. The UTCs should match the UTC configuration which is listed in the War and Mobilization Plan, Volume 3, Part 1 (WMP-3, Part-1) for world-wide deployment capability. The maintenance support UTCs are derived from the aviation UTC mission capability statement (MISCAP) contained in the WMP-3, Part-3. The remaining UTCs in the combat core are specific UTCs sized to fit the number of aircraft in the aviation UTC, or that support the specific type aircraft in the aviation unit. The specific UTCs assigned to each combat core package will be assigned after the individual aviation unit has been assigned a package type.

5.4.1.2. **Support Core.** The support core normally consists of UTCs that are oriented toward base population support, or functional area support that is not

necessarily dictated by the type or number of aircraft in the linked aviation. Some UTCs are required to simply open the destination to flight operations. Others are base operating support (BOS) UTCs providing services necessary to "fight the base."

5.4.2. **Target and Substitute UTCs.** For each functional area within the support core, there may be two or more sets of UTCs chosen to meet the Core UTC package requirement. The preferred UTC is called the target UTCs. The second set of UTCs would be substitution UTCs. These substitutions reflect current configurations of UTCs that provide a capability equivalent to the target UTCs, and reflect current UTC availability. The second set also accounts for the current differences between active, guard, and reserve UTC configurations.

5.4.3. **Package Descriptions.** The format to be used in describing the contents of the lead and follow-on Core UTC packages is to break individual package types into a combat core and support core. Within the combat core and support core, each represented functional area has target UTCs, substitution UTCs, and package notes. A given functional area may have UTCs in both the combat core and the support core, depending on the type of support provided. Tables 5.1 and 5.2 are illustrative Core UTC packages. UTCs and Core UTC packages may change over time (conform to the Air Force Objective Wing structure).

### ***Section C--Core UTC Package Sourcing and Planning***

#### **5.5. Air Force Sourcing Priorities:**

5.5.1. **General Priorities.** To ensure that the highest priority missions and requirements receive the necessary levels of support, general priorities are established. The objectives of the Air Force sourcing priorities are:

5.5.1.1. Provide maximum support for the supported commands' highest priority requirements.

5.5.1.2. Ensure that, within the constraints of asset availability, the combat force is supported at a level sufficient to effectively and efficiently execute its wartime mission. This includes the ability to "fight the base."

5.5.1.3. Maintain unit integrity within the unit as a whole, and within each functional discipline to the maximum extent possible, without degrading the Air Force capability to source the supported commands' priority requirements.

5.5.1.4. Reduce OPLAN intra-CONUS and intra-theater transportation requirements through home station and regional sourcing.

5.5.1.5. Ensure that the combat force is supportable within the level of mobilization that gains that combat force.

5.5.2. **Core UTC Package Priorities.** The overall priorities for sourcing wartime requirements are outlined in the WMP-3, Part-2. Sourcing of the Core UTC packages follows normal sourcing procedures. The majority of sourcing will come from the aviation commands. However, base host MAJCOMs (AETC, AMC, etc.) also provide much of the sourcing of the home station requirements. The following are the Air Force sourcing priorities for both the Core UTC packages and all OPLAN requirements from deployable Air Force assets:

5.5.2.1. Unit integrity. Unit owned assets sourced against that unit's Core UTC packages.

5.5.2.2. Sourcing Core UTC packages from the home station of the combat aviation unit to which the Core UTC package is linked.

5.5.2.3. Lead Core UTC packages over follow-on Core UTC packages.

5.5.2.4. At each base, each MAJCOM's assets will be sourced first against its own units lead Core UTC package support core before being used to source other MAJCOM packages.

5.5.2.5. Regardless of MAJCOM or active/reserve component ownership, sourcing home station Core UTC package requirements from the combat aviation unit's home station prior to sourcing from outside home station.

5.5.2.6. Sourcing active duty assets before sourcing from reserve component assets.

5.5.2.7. Regardless of MAJCOM ownership, sourcing unfilled home station Core UTC packages from the nearest off-station asset.

5.6. **General Planning Guidance.** The integrity of the Core UTC packages will be protected to the maximum extent possible. The Core UTC packages are sized to normally allow multiple Core UTC packages to be bedded down together without exceeding acceptable robusting limits.

5.6.1. **Support Apportionment.** The WMP-3, Part 2, documents the apportionment of Core UTC package support UTCs. As a minimum, when an aviation unit is apportioned to a supported command, all UTCs contained in the Core UTC package will automatically be apportioned to that supported command. The total UTC apportionment, which includes Core UTCs, in WMP-3,

Part 2, will provide additional UTCs to fill destination specific and round-out requirements.

5.6.2. **Force Modules.** Each Core UTC package is treated as an individual force module. Core UTC packages are maintained in a master data base. For OPLANs that have to account for "swing" aviation units, all UTCs contained in the "swing" aviation Core UTC package will also be planned to "swing" regardless of their OPLAN location. During OPLAN execution planning if an aviation unit is to be replanned into another destination, the UTCs in that unit's Core UTC package remain attached to the aviation unit to establish support for that unit at the new destination.

5.6.3. **Deliberate Planning General Procedures.** When building the initial OPLAN TPFDD, the apportioned aviation is established through the WMP-3, Part-1 database extracted through COMPES OPSMOD. Once the aviation is established, the Core UTC packages for the apportioned aviation are extracted from the master Core UTC package data base.

5.6.3.1. The individual functional area managers then examines each destination to determine what other destination specific or roundout support UTCs are required. When multiple Core UTC packages are bedded down together, functional area managers should view the overall capabilities provided by the packages. If the multiple packages are not functionally correct, yet provide the right overall support, then they should be deemed acceptable.

5.6.3.2. If multiple Core UTC packages provide an unacceptable robusting, then only those functional areas that are excess should be identified as such. An example is a lead core UTC package with F-15Cs bedded down with two follow-on F-15Cs core UTC packages for which one has an independent RSP. Total RSP is two independent and one dependent. A case by case determination will be made by the Air Force Component and HQ USAF/XOXW on display/use of these UTCs.

#### ***Section D--Core UTC Package Documentation and Maintenance***

5.7. **Documentation and Maintenance Responsibilities.** The following guidance is provided for the documentation of the Core UTC packages:

5.7.1. HQ USAF Core UTC Package Concept Responsibilities. HQ USAF/XOXW is the OPR for the Core UTC package concept and the overall Core UTC package data base. HQ USAF/XOXW is also responsible for coordinating the maintenance of the Core UTC package data base.

5.7.1.1. Information will be disseminated by Plan 9395 teleconference and message.

5.7.1.2. Core UTC packages are maintained within the World-Wide Military Command and Control System (WWMCCS). The Core UTC packages are entered into JOPES in TPFDD format under Plan 0900P, real world data base.

5.7.1.3. Scheduled maintenance for the full data base will take place on a recurring 6 month interval. Quarterly TUCHA file updates will automatically be made by XOXW.

5.7.1.4. Detailed procedures for identifying, linking, and extracting individual Core UTC packages from the data base, maintenance of the data base, and frequency of maintenance are to be developed separately and disseminated by HQ USAF planning and coordination instruction messages.

5.7.2. Aviation MAJCOM Responsibilities. Headquarters ACC and AMC are OPRs for the construction of the individual Core UTC packages linked to their combat aviation units. MAJCOMs will coordinate out of cycle changes to Core Packages. The packages are maintained as coordinated and tasked within the HQ USAF planning and coordination instruction messages. The aviation MAJCOMs are also responsible for relaying the package information to the Core UTC package commander.

5.7.3. Supporting MAJCOM, FOA, and DRU are responsible for:

5.7.3.1. Notifying the package-owning command and HQ USAF/XOXW when sourced UTCs can no longer be supported.

5.7.3.2. Ensuring the Core UTC package information is disseminated to all units sourced to a Core UTC package. As a minimum, each sourced unit should be advised of the Core UTC package command, Core UTC package commander's unit designator, and the unit designator of the individual functional area command element which is supported by an owned unit. An all-Air Force TPFDD extract of the individual Core UTC package will suffice as the minimum information. All agencies should develop POC listings which facilitate the detailed coordination and planning within the individual Core UTC packages.

#### ***Section E--Core UTC Package Commander Responsibilities***

#### **5.8. Core UTC Package Commander Responsibilities.**

The Core UTC Package Commander is responsible for the detailed coordination, planning, and employment of the assets assigned and sourced within the Commander's Core UTC package. The Core Package Commander's involvement in the process is key to the success of the package concept.

5.8.1. Lead Core UTC Package Commander is responsible for:

5.8.1.1. All base-level planning for the mobility, deployment, and employment of the forces and support assigned within the lead Core UTC package.

5.8.1.1.1. Developing and disseminating a specific command and control structure, which is specific to the individual Core UTC package, tailored to the needs of the wartime mission, and which integrates the full capabilities of the individual Core UTCs into a coherent force, capable of "fighting the base." The command and control structure must clearly identify "who's in charge" overall, and within each functional discipline. The structure should account for both tasked OPLAN and no-plan situations. The structure should also comply with AFR 26-2 and officers serving in command positions must qualify for command in accordance with AFR 35-54.

5.8.1.1.2. Conducting detailed, integrated mobility planning for all assets assigned and sourced within the Core UTC package. The commander is authorized to complete detailed load planning for deployment of the Units/UTCs assigned within the package. The package commander will coordinate with the units of other MAJCOMs or agencies which are sourced to his package to integrate their movement configurations and timing to best meet the needs of the package. Coordinating with the Air Force Component to review the airlift validation procedures to ensure that USTRANSCOM and AMC can accommodate this flexibility in a no-plan scenario.

5.8.1.1.3. When a commander's lead Core UTC package is planned to beddown with a follow-on Core UTC package, but not designated as the Lead Unit, the supporting package commander is responsible for ensuring that the UTCs assigned within his Core UTC package are integrated into the overall structure at the final destination. The supporting package commander will coordinate with the Lead Unit to time-phase the deployment of his package's assets to best support the mission.

5.8.2. Lead Unit Core UTC Package Commander is responsible for:

5.8.2.1. Coordinating with the commanders of all other Core UTC packages deploying to the Lead Commander's destination for the proper sequence of arrival for the other Core package's assets and the integration of those assets into the overall end-destination force.

5.8.2.2. Conducting detailed employment and execution planning for the employment destination for all USAF assets at that base.

5.8.2.3. Ensuring the senior member of each functional area in the Lead Core UTC package conducts detailed, coordinated planning for the deployed operation of that functional area.

5.8.2.4. Commanding USAF operations for all deployed assets in accordance with the published command and control concept of operations for the appropriate situation (host nation, Joint, etc.).

5.8.2.5. Developing work-arounds to compensate for known OPLAN shortfalls in personnel, materiel, equipment, or facilities.

5.8.3. Follow-on Core UTC Package Commander is responsible for:

5.8.3.1. Conducting detailed mobility planning for the UTCs assigned to the follow-on Core UTC package, coordinating the sequence of deployment with the Lead Unit Commander to support the overall wartime mission and enhancing the transition to a wartime posture.

5.8.3.2. Ensuring that each functional area conducts coordinated planning with the Lead Unit functional area command element to enhance integration into the employment force.

5.8.3.3. Integrating the follow-on Core UTC package assets into the destination command and support structure as planned and coordinated with the Lead Unit Commander.

5.8.3.4. Providing feedback to the parent MAJCOM/gaining MAJCOM on the adequacy of the assets provided within the dependent Core UTC package to supplement the capabilities of the Lead UTC package. Highlighting capability shortfalls or excesses identified through planning, training, exercising, or commander's visitation programs.

**Table 5.1. Lead Core UTC Packages.**

Lead Combat Core			
Element	Target UTC	Substitute UTC(s)	Notes
Wing/Group Command	9AAxx ACxx ACxx ADxx	None	Contains Core UTC Package Commander; 9AAxx includes Judge Advocate, Chaplain, Public Affairs, Safety, Manpower, Social Actions, Historian, Command Post/MOC, Safety, Executive Officer, & IM
Staff Support			
Aviation	3xxxx		See WMP-3, Pt-1 for target UTCs must be an Independent RSP UTC
Aircraft Maintenance	HExxx HFxxx HRxxx HSxxx HWxxx	None	Includes all MAJCOM owned & direct maintenance support for special capabilities
Munitions	HGxxx	None	None



Maintenance	HHxxx		
Aircraft Battle Damage Repair	HFUAx, HFUEx, & HFUFx	None	UTCs form ABDR package from AFMC
Intelligence	PFMxx PFNxx PFRxx	None	Initial Bldg block
Fuels - 18 PAA TFS	JFAXQ	None	JFAXX equipment not included since destination specific
15 PAA TFS <sup>1</sup>	JFAXR JFAXW JFAXS		
Combat Crew Communications	6Fxxx & 6Kxxx	None	Under development
Weather	XWQAB & XWQA1	None	Assumes some HNS
Combat Camera	XFMVS & XFMMX	XFMES XFMDT	Provides ADR Spt & Basic Combat Camera

#### Lead Support Core

Element	Target UTC	Substitute UTC(s)	Notes
Medical	FFLGE (equipment only)	None	Personnel are in 3xxxx or 9xxxx UTCs
Supply	JFBHD, JFPAC, JFPAD, & JFPAE	None	Personnel should total 58 plus computer
Postal	LWDB3 & LWDB4	3-LWDB4	Equipment UTCs are site specific. SDI 8M000 included in LWBD1, LWBD2
Security Police	QFEBC  destination	QFEB1  QFEBC	Initial Building Block. One QFEBA or per non-MOB
CI/SpI	QFBA3 & QFBA4	QFBA7	QFBA7 used in nonlead UTC
Information Management	RAAAB	None	None
PERSCO	RFBFA, RFBFB	None	See UTC MISCAP
Historian	RFGAE	RFGAD	NCO sub for Officer

<sup>1</sup> Will also support 10 KC-135, 10 KC-10, 10 C-130

(included in 9AAxx)

Transportation	UFTSC, UFTSH, UFTSJ, UFTSK, UFTSL & UFTSM	Replace UFTSC w/UFTSB or UFTSA	Some Aviation units require UFTSP
Accounting & Finance (Comptroller)	XFFAB XFFAG	XFFAC, XFFA5 & XFFA7	Support for 1250 XFFA3,XFFA4, XFFA5 are treated site specific
Base Ops Spt	7FVLB	None	Under development
Chaplain	XFFC2 & XFFC3	Replace XFFC3 w/ XFFC1	XFFC4 provides command element (included in 9AAxx) (included in 9AAxx)
Public Affairs	XFFG1 & XFFG2	None	
Contracting	XFFK1	None	4 Person Team deploys w/XFFAC paying agents
Element	Target UTC	Substitute UTC(s)	Notes
Civil Engineering	4F9E1	2-4F9E2	None
Services	LWRR1 & LWRR2	None	18-24 Fighters 12-18 C-130s 6-17 Fighters 4-11 C-130s 6 Bombers 11-20 Tankers 5-10 Tankers
	LWRR1	None	
	2-LWRR2s	None	
Fire Fighters	4F9F1	2-4F9F2s	None
Communications	None	None	All site specific

**Table 5.2. Follow-on Core UTC Packages.****Follow-on Combat Core**

Element	Target UTC	Substitute UTC(s)	Notes
Wing/Group Command	9AAxx 9ACxx 9ACxx 9ADxx	None	UTC depends on number & MDS; Augments Ind Core Pkg; 9AAxx includes Judge Advocate, CI
Aviation	3xxxx		See WMP-3, Pt-1 for target UTCs can be either an Independent of Dependent Aviation (RSP) UTC

Aircraft Maintenance	HExxx HFxxx HRxxx HSxxx HWxxx	None	Includes all MAJCOM owned & direct maintenance support for special capabilities
Munitions Maintenance	HGxxx HHxxx	None	None

Element	Target UTC	Substitute UTC(s)	Notes
Intelligence	PFMxx PFNxx PFRxx	None	Initial Bldg block
Fuels follow on	JFAXT	JFAXR JFAXV	JFAXX equipment not included since destination specific
Combat Crew Communications	6Fxxx & 6Kxxx	None	Under development
Weather	XWQAB & XWQA1	None	Assumes some HNS
Combat Camera	XFMES	None	Specific unit-required armament recording

**Follow-on Support Core**

Element	Target UTC	Substitute UTC(s)	Notes
Medical	FFLGE (equipment only)	None	Personnel are in 3xxxx or 9xxxx
Supply	None	None	None
Postal	2-LWDB4	None Substitute	None
Security Police	QFEB1	QFEB1	Guard/Reserve can substitute QFEB1 for unit integrity. Initial building block
CI/SpI	QFBA4	None	None
PERSCO	RFBFB, RFBFC & RFBFE	RFBFC with RFBFN	See UTC MISCAP
Information Management	RAAAC & RAAAD	None	All equipment included in RAAB, Independent.

Historian	RFGAE	RFGAD	(included in 9AAxx)
Transportation	UFTSC	UFTSB or UFTSA; or sub with UFTSH, 2-UFTSK, UFTSL, UFTSF, UFTSN, UFTSR, UFTST, UFTSU, UFTSG, UFTSP, UFTSQ, UFTSM, UFTSS, and UFTSJ	If no UFTSC or UFTSA, source UTCs listed

Element	Target UTC	Substitute UTC(s)	Notes
Accounting & Finance (Comptroller)	XFFAC XFFAG	XFFA1, XFFA2 & 2-XFFA7	Supports additional population of 800 people
Chaplain	XFFC2, XFFC3	Replace XFFC3 w/XFFC1	(included in 9AAxx)
Public Affairs	XFFG2	None	(included in 9AAxx)
Contracting	XFFK2	XFFK3	Deploy w/XFFA2 paying agents
Civil Engineering	4F9E2	None	None
Services	LWRR1	3-LWRR2s	18-24 Fighters 12-18 C-130s 6 Bombers 11-20 Tankers
	2-LWRR2s	NONE	6-17 Fighters 4-11 C-130s 5-10 Tankers
Fire Fighters	4F9F2	None	None

## Chapter 6

### MANPOWER AND EQUIPMENT FORCE PACKAGING SYSTEM (MEFPAK)

**6.1. MEFPAK Description.** MEFPAK is the standard method for describing the deployment characteristics of Air Force personnel and equipment contained in standard, predefined manpower and equipment force requirements packages called unit type codes (UTC). UTCs are used in operations planning and execution. UTCs also provide the baseline for unit deployment, unit readiness reporting such as the Status of Resource and Training System (SORTS), and support force planning. MEFPAK supports the Joint Planning and Execution System (JOPES) and the Contingency Operation/Mobility Planning and Execution System (COMPES). MEFPAK is comprised of two subsystems: the Manpower Force Packaging System (MANFOR) and

the Logistics Force Packaging System (LOGFOR). Standard UTCs are force packages whose contents are identified by a mission capability (MISCAP) statement, contain manpower and/or logistics detail, and have complete movement characteristics for that detail. A UTC becomes standard when it is registered in MEFPAK and entered in the TUCHA data base with complete movement characteristics. Standard UTCs are used in JOPES and COMPES to identify manpower and logistics requirements for deployment, movement planning, and plan execution.

**6.2. MEFPAK Scope and Purpose.** MEFPAK was established to provide standard descriptions of the units

and elements to be used to support contingency planning at all levels of command. These standard descriptions facilitate machine processing of force and deployment data. A standard unit or element used for planning is uniquely identified in the MEFPACK data base by a "UTC package." A UTC package is comprised of a 6-character UTC, ( 5-characters in JOPES), a 31-character UTC title, a mission capability statement, and applicable MANFOR and LOGFOR support detail data. UTC packages are available through the COMPES system and are usually published once during each planning cycle in the War and Mobilization Plan, Volume 3 (WMP-3), Part 3, Unit Type Codes, by HQ USAF/XOXW.

**6.2.1. UTC Package Description.** The UTC package represents a statement of force capability with associated manpower and logistics support requirements keyed for automated data processing. While a UTC package

normally represents both personnel and equipment, personnel only or equipment only UTC packages may also be used. Since UTC package data is distributed service-wide, using a precoordinated UTC package reduces the amount of detailed planning and coordination needed during OPLAN development, review, and execution.

**6.2.2. UTC Definition.** The UTC is a 5-character alphanumeric code controlled by JCS. The assignment of a UTC categorizes each type organization into a class or kind of unit having common distinguishing characteristics.

**6.2.3. UTC Title Description.** A UTC package is further defined by a 31-character title. The title is constructed using the instructions in figure 6.1. The title is standardized for data automation purposes.

**FOR NONAIRCRAFT UTCs:**

<u>COLUMN</u>	<u>DESCRIPTION</u>
---------------	--------------------

1-3	Force type (i.e., "CES")
-----	--------------------------

4	Blank
---	-------

**NOTE:** 5-31 Freeform mission description (if number of equipment items is involved, that number should be in columns 5 and 6. If UTC is for a Guard unique capability, column 27 is "G"; for a Reserve unique capability, column 28 is "V")

**FOR AIRCRAFT UTCs:**

<u>COLUMN</u>	<u>DESCRIPTION</u>
---------------	--------------------

1-3	Force type (i.e., "ARS")
-----	--------------------------

4	Blank
---	-------

5-6	Primary Aircraft Authorization (PAA) (right justified, zero filled)
-----	---

7	Blank
---	-------

8	Modified mission prefix (blank if not used)
---	---

9	Basic Mission
---	---------------

10-12	Design number (right justified, blank filled)
-------	---

13	Design series (blank if not used)
----	-----------------------------------

14	Blank
----	-------

15-26	Freeform force description
-------	----------------------------

27	"G" (if a Guard-unique capability)
----	------------------------------------

28	"V" (if a Reserve-unique capability)
----	--------------------------------------

29-31	"DEP" (if readiness spares package status is dependent)
-------	---

**EXAMPLE:**

Columns: 1	5	8	15	27	29
ARS 01 KC135E FORCE			G DEP		

**Figure 6.1. UTC Title Construction.**

**6.2.4. UTC Mission Capability Statement (MISCAP).** The MEFPK responsible command prepares a description of the capabilities of the force identified by each UTC consistent with paragraph 6.12.8.2 of this manual. JCS Pub 1-03.29 requires mission capability statements that include crew ratios and monthly flying hour utilization to be classified at least CONFIDENTIAL. Classification of capability statements must not exceed SECRET.

**6.2.5. MANFOR and LOGFOR Detail Data.** Complete guidance for developing the applicable support data for each UTC package is contained in sections 6.12 and 6.13.

**6.3. Application of MEFPK in Unified Command OPLANs and USAF WMP.** Chapters 4 and 5 of this manual and the Preface to WMP-3, Part 2, Support Forces, provide instructions on how UTCs are used in

OPLAN and TPFDD development. As a rule, only UTCs with DEPID of 1, 2, 3, 6, 9, E, and P are used in TPFDD files.

**6.3.1. MEFFPAK and Type Unit Data Report (TYPREP).** Joint planning above the component level does not require the amount of personnel and equipment detail contained in the MEFFPAK. The Air Force provides only summary information to the JCS in the TYPREP. The JCS distributes the TYPREP as the Type Unit Data File (TUCHA) to the CINCs for use in JOPES for developing the TPFDD and in determining OPLAN transportation feasibility.

**6.3.2. MEFFPAK and USAF WMP.** WMP-3, Part 3, Unit Type Codes, is normally published once each planning cycle and provides an extract of summarized MEFFPAK data to be used as a ready reference source for near-term planning. However, since the automated MEFFPAK data base is dynamic and changes quarterly, the MEFFPAK data base is the primary source for current type unit data. MEFFPAK data are available for OPLAN tasking as reflected in the COMPES Operation Planning Module (OPSMOD) Automated Combat/Support Data File.

**6.4. MEFFPAK Responsible Commands.** A MEFFPAK responsible command is the MAJCOM or FOA designated by a HQ USAF functional manager (FM) to develop and maintain detailed data for a UTC package for use throughout the Air Force. The MEFFPAK responsible command will in turn appoint a MEFFPAK OPR, usually either the command's plans or manpower office, as a single point of contact for UTC actions. The appointment of a command to develop a UTC could result from a UTC request initiated by either a USAF FM, or by a MAJCOM or FOA. After the data are developed, the command will review and update UTC packages annually. Quarterly updates will be provided as necessary to keep manpower and equipment detail current.

**6.5. MEFFPAK Responsible Command Responsibilities.** A MEFFPAK responsible command must fully coordinate a proposed UTC package within its

headquarters, as well as with the NGB, HQ AFRES, and any commands possessing forces that could be represented by the proposed UTC. Upon completion of the coordination, the command will submit the request with the required data indicated in paragraph 6.6.1.1 through the command MEFFPAK OPR to HQ USAF/XOXW and the appropriate HQ USAF FM, with an information copy to AFWMPRT/XA. For aviation UTCs, commands will also indicate the number of crew members that must be subtracted from authorized personnel to obtain an accurate passenger count. Validated manpower and logistics detail data will be submitted within 60 days of UTC registration in MEFFPAK. If there are less than 60 days until that update, manpower and logistics detail will be included in the following update.

**6.6. MEFFPAK UTC Development, Maintenance, and Reporting by the MEFFPAK Responsible Command.** This paragraph prescribes procedures and assigns MEFFPAK responsible command responsibilities for MEFFPAK UTC processing.

**6.6.1. The MEFFPAK Responsible Command UTC FAMs:**

6.6.1.1. Submit requests for UTC development to the MEFFPAK responsible command OPR, to include the following items:

6.6.1.1.1. Proposed UTC title (see figure 6.1).

6.6.1.1.2. Deployment indicator code (DEPID) which identifies the deployment capability and composition of the UTC (see figure 6.2).

6.6.1.1.3. Unit level code (ULC) which indicates the relative organizational level of the unit or element (see table 7.7).

DEPID CODE	PACKAGE DESCRIPTION	CODE MEANING	MANFOR DETAIL	LOGDET
0	UTC is canceled. No longer available.		No	No
1	In-being unit	All equipment and personnel required to support the UTC are possessed by the unit. Functionally, can operate on a stand-alone basis but may be augmented to provide increased capability.	Yes	Yes
2	Fixed	The unit is composed of personnel or Provisional equipment from two or more units. (notional)	Yes	Yes
3	Augmentation	The package is used in conjunction with a stand-alone UTC to provide increased capability. Functionally, the package cannot operate on a stand-alone basis.	Yes	Yes
4	Programmed	Units are programmed for future activation. Date of activation is not related to the implementation of OPLANs, but usually depends on budget or other internal service consideration. These units are considered available for deployment after program activation date. This category is defined by the WMP-3. SORTS is not applicable.	Yes	Yes
5		(Reserved for future use.) Non-TUCHA build.		
6	Variable	"Z99" nonstandard UTCs.	No	No
7	Group or Category	Not applicable to the Air Force.	No	No
8	Task Organization	Not applicable to the Air Force.	No	No
9	Nondeployable	In-place organizations assigned to a base installation. UTC assigned to allow SORTS reporting, documentation of personnel strength for base population calculations during planning, etc.	No	No
E	Augmentation (equipment only)	The equipment package can be constituted from existing logistics resources to augment the capability of an in-place or deployed organization to meet a specific operation plan requirement. The package is deployable and is self-defining. The package is not routinely reported in SORTS.	No	Yes

**Figure 6.2. Definition of Deployment Indicator (DEPID).**



DEPID CODE	PACKAGE DESCRIPTION	CODE MEANING	MANFOR DETAIL	LOGDET
P	Augmentation (personnel only)	The organization represents an identified current capability to form from existing resources to augment the capability of another organization to meet a specific operation plan requirement. These organizations are deployable but self-administering. UTCs with this indicator are self-defining. The organization is not routinely reported in SORTS.	Yes	Yes*

A-Z (Less E, I, O & P) (Reserved for future use.)

\* Only passenger logistics detail required.

#### Figure 6.2. Continued.

6.6.1.1.4. Approximate authorized strength (include hours of operation if not included in the mission capability statement [MISCAP]).

6.6.1.1.5. Summary level logistics data (approximate number of short tons).

6.6.1.1.6. Proposed MISCAP.

6.6.1.1.7. For aviation UTCs, indicate the number of crew members that must be subtracted from authorized personnel to obtain an accurate passenger count.

6.6.1.1.8. Rationale or justification for UTC development.

6.6.1.1.9. Proposed pilot unit.

6.6.1.1.10. Name of HQ USAF FM with whom the requirement was coordinated or the HQ USAF agency directing the development.

6.6.1.1.11. List all points of contact at the command for cross-functional UTCs.

6.6.1.2. Submit requests for UTC cancellations to the MEFPK responsible command MEFPK OPR, to include reason existing UTCs are no longer required. Fully coordinate cancellation with all supported and supporting commands, NGB, and HQ AFRES.

6.6.1.3. Assist MEFPK responsible command manpower personnel with development of manpower composition.

6.6.1.4. Annually, or as required, review and update the UTC MISCAP and manpower composition.

6.6.1.5. Designate a pilot unit to develop the standard LOGDET for new UTCs and provide the pilot unit with the MISCAP. Air Reserve Component pilot unit designations will be coordinated with the plans and logistics plans offices and applicable FMs at NGB and HQ AFRES. Information copies of the pilot unit appointment should be provided to the MEFPK responsible command logistics plans office and the pilot unit's local logistics plans function.

6.6.1.6. Ensure the LOGDET is accurate and consistent with current Allowance Standard (AS).

6.6.1.7. Develop common user lift passenger requirements and advise the MAJCOM Logistics Plans office.

6.6.1.8. Annually, and as required, review the UTC LOGDET. Coordinate updates with the designated pilot unit and appropriate staff agencies prior to implementation.

6.6.1.9. Request a UTC printout (sorted by function) from the MAJCOM Manpower Plans office to assist in UTC management and accountability.

6.6.1.10. Work closely with the MEFPK responsible command Plans, Manpower, and Logistics Plans offices to ensure UTC MANFOR and LOGFOR data are complete and accurate.

6.6.1.11. Review the LOGDET data quarterly to ensure pilot units are accurately entering the data into the automated system.

6.6.1.12. Maintain copies of MANFOR and LOGFOR data for each UTC managed.

6.6.1.13. Maintain information on availability and tasking of UTCs for which they are responsible. Ensure that units can fill whole or partial UTC requirements they are being tasked to support for mobility and deliberate planning purposes from manpower authorized in the unit. Units will not be tasked to provide UTCs or portions thereof that exceed unit manning document (UMD) authorizations.

6.6.1.14. Inform the MEFPK responsible command MEFPK OPR, in writing, of UTC FM changes.

6.6.1.15. In conjunction with the MEFPK responsible command Logistics Plans office, monitor the pilot unit's progress in the development of UTC logistics detail to ensure submission within 60 days of UTC registration in MEFPK or, if there are less than 60 days until that update, the following update.

6.6.1.16. Ensure all UTC development, changes, or cancellations are coordinated with other affected MAJCOMs, NGB, and HQ AFRES.

#### **6.6.2. The MEFPK Responsible Command MEFPK OPR:**

6.6.2.1. Submits requests for new, changed, or canceled UTCs to HQ USAF/XOXW and the appropriate HQ USAF FM with an information copy to AFWMPRT.

6.6.2.2. Obtains approval from HQ USAF/XOXW and obtains the UTC designator from AFWMPRT.

6.6.2.3. Following approval of a new UTC, notifies the MAJCOM UTC FM of the UTC assignment.

6.6.2.4. Forwards mission capability statement (MISCAP) to MAJCOM Manpower office for loading in MANFOR.

6.6.2.5. Forwards logistics information to MEFPK responsible command Logistics Plans.

6.6.2.6. Reviews and analyzes results of quarterly MANFOR and LOGFOR updates to determine UTC accuracy and ensure corrective actions are taken during the next update.

6.6.2.7. Reviews and analyzes type unit characteristics (TUCHA) data on UTCs for which the command is not responsible and provides feedback to the responsible MAJCOM to ensure inaccuracies are corrected.

6.6.2.8. Reviews UTC MISCAPs annually, and as required, with staff FMs.

6.6.2.9. Provides guidance and assists MAJCOM staff FMs in UTC development and maintenance.

6.6.2.10. Maintains a current UTC FAM listing.

6.6.2.11. Oversees development for and submits the following data elements:

6.6.2.11.1. Planned Passenger and Equipment Detail. These data are used for a deploying unit. The Air Force component of the supported command tailors these data, if necessary, based on the asset and facility status in the receiving theater at execution time.

6.6.2.11.2. Logistics Detail (LOGDET). The LOGDET defines the standard passenger and equipment movement requirements for each UTC. Equipment detail is provided at the National Stock Number (NSN) level. LOGDET must be coordinated among the using commands, approved by the MEFPK responsible command, and submitted to HQ USAF within 60 days of UTC registration. If there are less than 60 days until that update, manpower and logistics detail will be included in the following update. The UTC in MAJCOM and base level LOGMOD systems has a sixth character which is the UTC suffix.

6.6.2.11.3. Manpower Detail. The manpower detail defines the manpower requirements of the type unit at Air Force specialty code (AFSC) level of detail.

#### **6.6.3. The MEFPK Responsible Command/LGS:**

6.6.3.1. Approves or disapproves AF Forms 601, **Equipment Action Request**, and informs the pilot unit equipment management (EM) section of the approval or disapproval.

6.6.3.2. Coordinates AF Form 601 action with appropriate MAJCOM agencies and forwards AF Form 601 to the Air Force Materiel Command (AFMC) depot for approval.

6.6.3.3. Updates the applicable Allowances Standards (AS) and AS 002 change notice.

#### **6.6.4. MEFPK Responsible Command Manpower Plans (as OPR for MANFOR):**

6.6.4.1. Loads newly developed UTCs, MISCAPs, and manpower detail in MANFOR.

6.6.4.2. Updates the MISCAPs and manpower detail based on coordinated inputs of the MEFPK responsible command MEFPK OPR, UTC FM, and pilot unit.

6.6.4.3. Provides the MEFPK responsible command MEFPK OPR with results of the quarterly MANFOR updates.

6.6.4.4. Determines specific manpower detail of UTCs (with assistance from the UTC FM, pilot unit, and pilot unit management engineering team) and develops the manpower force element listing (MFEL). As the specific manpower detail is finalized, the detail will be passed to the pilot unit to ensure accurate logistic detail is built for manpower support (i.e., rations, etc.).

6.6.4.5. Forwards UTC manpower composition detail to staff FMs for review.

6.6.4.6. Ensures MANFOR data are processed and input to the MEFPK within 60 days of UTC registration in MEFPK. If there are less than 60 days until that update, manpower and logistics detail will be included in the following update.

#### **6.6.5. MEFPK Responsible Command Logistics Plans (as Manager of LOGFOR):**

6.6.5.1. In conjunction with the MEFPK responsible command UTC FM, assists in designating a pilot unit to develop standard logistics detail for new UTC packages. Gaining MAJCOMs will work with ANGRC/LGX or HQ AFRES/LGX, as appropriate, when designating ANG and of AFRES units as pilot units.

6.6.5.2. Monitors the pilot unit's progress in developing the UTC LOGDET to ensure submission within 60 days of UTC registration or, if there are less than 60 days until that update, the following update.

6.6.5.3. Loads the pilot unit data transfer tape (LOGMOD-B) into COMPES LOGMOD-M and provides a copy of LOGDET data for the staff FM's review prior to submission to HQ USAF/LGXX(LRC).

6.6.5.4. Loads passenger data for each UTC in LOGFOR.

6.6.5.5. Forwards LOGFOR data to HQ USAF/LGXX(LRC) quarterly.

6.6.5.6. Provides UTC LOGFOR data to the MEFPK responsible command FAM annually and as changes occur.

6.6.5.7. Provides the results of the quarterly LOGFOR updates to the command UTC monitor.

6.6.5.8. Updates logistics detail based upon inputs from the unit, validated by the pilot unit and the UTC FM.

#### **6.7. Unit Responsibilities and Procedures for MEFPK UTC Processing:**

6.7.1. **The Pilot Unit.** A pilot unit is responsible for developing and maintaining the standard LOGDET for each UTC it has been assigned. The goal is a uniform package for all units that will use the UTC. The pilot unit:

6.7.1.1. Develops LOGDET using the appropriate AS (i.e., Weapons System Table of Allowances (WSTA)) as the source document based on the mission capability of the UTC. The following will be included:

6.7.1.1.1. Equipment items that are coded as mobility equipment in the appropriate AS.

6.7.1.1.2. Approved readiness spares package (RSP) for aviation UTCs.

6.7.1.1.3. Any nonequipment, non-RSP items necessary to directly support the MISCAP (e.g., administrative supplies). However, do not include items in the LOGDET of one UTC that support another UTC (e.g., do not include extra light-alls in an aviation UTC to support a security police entry control point).

6.7.1.1.4. Packaging material (pallets, nets, cargo bins, etc.) to ensure the most efficient packaging method is recommended to the affected units.

6.7.1.2. Coordinates recommended changes to LOGDET with nonpilot units.

6.7.1.2.1. If the unit determines that the mission cannot be accomplished with the equipment currently authorized, the base unit equipment custodian:

6.7.1.2.1.1. Determines that use code "A" is applicable.

6.7.1.2.1.2. Prepares an AF Form 601 with full justification.

6.7.1.2.1.3. Coordinates with base logistics plans office.

6.7.1.2.2. The unit logistics plans office validates the AF Form 601, **Equipment Action Request**, received from the custodian and determines the need for the requested equipment. If the requirement is valid, the unit logistics plans office sends a message addressed to non pilot units with information copies to the MEFPK MAJCOM UTC FAM, citing the specific changes required (to include stock numbers and other information that identifies the problem and recommended action).

6.7.1.2.3. If the majority of units concurs with the recommended change and the action does not involve an

AS change, the pilot unit sends a message to the MEFPK MAJCOM UTC FAM requesting approval to change LOGDET.

6.7.1.2.4. If the majority of units concurs with the recommended change and an AS change is required, the pilot unit must ensure that the unit equipment custodian prepares the AF Form 601. The EM section of the pilot unit supply section approves the AF Form 601 and forwards it through supply channels. Upon MAJCOM approval or disapproval of the AF Form 601, the unit EM section advises the unit mobility officer of the approved changes or disapproval. A request to change LOGDET can only be made if the equipment is included in the applicable AS. Other pilot units possessing similar systems determine if the proposed changes are relevant to their weapons systems and, if so, initiate the action described in 6.7.1.1.1 through 6.7.1.1.5.

6.7.1.2.5. If the consensus is for disapproval, the pilot unit sends a message containing a synopsis of the disapproval to all addressees listed in 6.7.1.2.2.

6.7.1.3. Prepares necessary LOGMOD-B transactions to reflect accepted changes and informs all agencies involved via message or data transfer tapes.

6.7.1.4. Provides LOGDET data to the MAJCOM Logistics Plans office according to established time frames.

6.7.1.5. Enters in the "last report date" column the date when the LOGDET is submitted to the MAJCOM.

#### **6.7.2. The Nonpilot Unit:**

6.7.2.1. Advises pilot units of its correct message address for UTC information and the COMPES unit identification code required for data transfer tapes.

6.7.2.2. Evaluates pilot unit recommended changes to the AS and provides comments, concurrence, or nonconcurrence directly to the pilot unit within 30 calendar days, or one unit training assembly (UTA) for ANG and AFRES units.

6.7.2.3. Loads Air Force approved LOGDET in the standard UTC reference file as the standard UTC package for deployment planning.

6.7.2.4. Provides feedback on the pilot unit's developed LOGDET to ensure data integrity.

6.7.2.5. Maintains the Air Force standard LOGDET as the required part 3 mobility listings.

6.7.2.6. Submits AF Form 601 directly to the pilot unit for consideration and coordination with other non pilot units when originating a request for change in mobility equipment authorizations.

#### **6.8. HQ USAF Responsible Offices:**

##### **6.8.1. HQ USAF/XOXW:**

6.8.1.1. Acts as approving and coordinating agency for all UTC requests.

6.8.1.2. Acts as the MEFPK UTC monitor for the Air Force.

6.8.1.3. Reviews and publishes summarized MEFPK data in WMP-3, Part 3, Unit Type Codes (usually in conjunction with publication of WMP-3, Part 2, Support Forces).

##### **6.8.2. HQ USAF/FM:**

6.8.2.1. Acts as the Air Force validator of all new, changed, and canceled UTC packages. Coordinates with HQ USAF/PER and HQ USAF/LGXX(LRC) and forwards requests for UTC actions to HQ USAF/XOXW.

6.8.2.2. Conducts an annual review of UTC MEFPK data to ensure manpower and logistics detail are at least the minimum needed to fulfill the MISCAP. Ensures that data is accurately recorded in the MANFOR and LOGFOR systems.

6.8.2.3. Assigns a MEFPK responsible command to develop UTC detail data.

6.8.2.4. Requests MANFOR detail data from AFWMPRT.

6.8.2.5. Requests LOGFOR detail or summary data from HQ USAF/LGXX(LRC).

##### **6.8.3. HQ USAF/LGXX(LRC):**

6.8.3.1. Acts as the Logistics Force Packaging (LOGFOR) OPR for the Air Force.

6.8.3.2. Receives, updates, and reviews LOGDET data from the MEFPK responsible command.

6.8.3.3. Provides TUCHA data to the Defense Systems Support Organization (DSSO).

6.8.3.4. Conducts quarterly review of the accuracy of the LOGFOR data submitted by the MEFPK responsible

commands and identifies critical edit errors for timely correction.

6.8.3.5. Creates the Air Force standard LOGDET tape from all the MEFPK responsible command inputs and releases the data NLT the last day of the report month to the standard system center for worldwide release to the LOGMOD-B users.

#### 6.8.4. AFWMPRT:

6.8.4.1. Acts as the Air Force manager of the MANFOR data base.

6.8.4.2. Acts as the MANFOR OPR for the Air Force.

6.8.4.3. Develops the MEFPK A-card (UTC title), assigns JCS-approved UTCs, and registers UTC data in the MEFPK data base prior to registration in TUCHA.

6.8.4.4. Forwards preliminary UTC information to the MEFPK responsible command who develops detail data.

6.8.4.5. Receives, updates, and reviews MANFOR data from the MEFPK responsible commands.

6.8.4.6. Conducts quarterly review of MANFOR data for accuracy and identifies edit errors for timely correction. Corrects critical errors before submission to HQ USAF/LGXX (LRC) and returns to the MAJCOMs.

6.8.4.7. Provides access to the MANFOR data base for subsequent preparation of the TUCHA file.

6.8.4.8. Provides quarterly MANFOR updates to MAJCOM and base-level users.

**6.9. TUCHA Submission.** HQ USAF/LGXX(LRC) submits TUCHA data to DSSO for incorporation in the JOPEs TUCHA file. UTCs with DEPID codes of 1, 2, 6, 9, P, or E and required detail data are registered in TUCHA. UTCs failing critical edit checks will not be reported in TUCHA until the error is corrected. UTCs registered in MEFPK without required detail data will be canceled if detail data is not received within 60 days or, if there are less than 60 days until that update, the following update.

**6.10. Use of UTCs in Planning.** Commands are not prevented from changing or updating DOC statements to reflect UTCs that are being developed. However, a UTC will not be used in TPFDD development for deliberate or execution planning until the following conditions are met:

6.10.1. The UTC must be registered in the TUCHA with detailed data.

6.10.2. WMP-3 availability for the UTC must be provided to AF/XOXW.

6.10.3. The MEFPK responsible command must coordinate with all other commands that will provide forces under the UTC to ensure they can posture the new UTC.

6.10.4. A cut over date established by the MEFPK responsible command has been reached.

#### 6.11. MEFPK Reference Documents:

6.11.1. JCS Pub 1-03, *Joint Reporting Structures - General Instructions*.

6.11.2. *USAF War and Mobilization Plan*, Volume 3 (WMP-3), Part 3, Unit Type Codes.

6.11.3. AFI 38-205 (former AFR 26-1, Volume IV), *Wartime Manpower Planning and Programming*.

6.11.4. AFI 10-403, *Deployment Planning*.

6.11.5. AFR 28-7, Volume I, *Policy and Procedures for the Contingency Operation and Mobility Planning and Execution System (COMPES) Base Level Manpower and Personnel (MANPER-B) Module*.

6.11.6. AFM 28-626, *Functional User Support Manual for the Contingency Operation and Mobility Planning and Execution System (COMPES) MAJCOM Level Manpower/Personnel (MANPER) Module*, Users Manual.

6.11.7. AFM 28-740, Volume II, *Contingency Operation and Mobility Planning and Execution System (COMPES) Logistics Module-Base Level (LOGMOD-B): A200N/ZZ, Users Manual*.

6.11.8. AFM 28-740, Volume III, *Contingency Operation and Mobility Planning and Execution System (COMPES) Logistics Module-MAJCOM (LOGMOD-M) Logistics Force Packaging (LOGFOR) Subsystem: A200F/ZG, Users Manual*.

#### 6.12. Manpower Force Packaging System (MANFOR):

6.12.1. **MANFOR Description and Purpose.** MANFOR is a subsystem of both MEFPK and COMPES. It is used to store Air Force specialty code (AFSC) level detail. It also provides a common link to communicate planning data to other ADP systems and detailed planning data to Air Force units for use in mobility planning and plan execution.

#### 6.12.2. MANFOR Objectives:

6.12.2.1. Provide Joint and Air Force planners with standardized force capability packages documenting manpower requirements for mobility and operations planning, execution documents and readiness measurement.

6.12.2.2. Provide a means to communicate standard wartime and contingency manpower requirements to all levels of command within the Air Force.

6.12.2.3. Provide Air Force input to the Type Unit Characteristics Data (TUCHA) File.

#### 6.12.3. Methodology:

6.12.3.1. MANFOR objectives are achieved through the development of a master data base of accurate, standardized, predefined force requirement packages. Each force package is identified by a unique five character, alpha-numeric UTC. The UTC is used to identify manpower and equipment requirements in the automated JOPES and COMPES. An approved UTC, as indicated by the zero suffix (e.g., 3YCAE0) with its associated manpower and equipment detail, constitutes a standard deployable package. The term UTC is also commonly used to refer to the total force package which includes mission capability statement with manpower and equipment detail.

6.12.3.2. Air Force standard UTCs are approved by HQ USAF/XOXW. Once approved and documented, the standard manpower force package is distributed Air Force-wide and maintained in the HQ USAF Master MANFOR file by the Air Force Wartime Manpower and Personnel Readiness Team (AFWMPRT).

#### 6.12.4. MANFOR Uses:

6.12.4.1. Warplanners use UTCs to document requirements for deliberate and execution planning. These requirements are documented in JOPES TPFDDs and COMPES MANPER. The TPFDD listing is identified in Annex A, Appendix 1 of the OPLAN and lists total requirements, expressed in UTCs, and units tasked to fill those requirements.

6.12.4.2. Warplanners UTCs are used to document total Air Force manpower requirements needed to support the national military strategy. This includes identification of OPLANs for Support Force Planning and WARMAPS.

#### 6.12.5. SORTS Readiness Reporting:

6.12.5.1. Units supporting their missions with in-place forces use the in-place UTC, with their wartime and contingency requirements stated in MANPER-B or MDS, to perform the primary mission defined in the unit's Designed Operational Capability (DOC) statement (AFI 10-201, *Status Of Resources and Training System*).

6.12.5.2. Units with wartime and contingency mobility missions will use the UTCs contained on their DOC statement as the basis for SORTS reporting.

6.12.5.3. Units will not be tasked to provide resources for wartime and contingency requirements that exceed their UMD authorizations.

6.12.6. **ARC MANFOR Uses.** UTC manpower requirements may also be the major source for defining wartime requirements in MDS for Air Reserve Components. Because of this direct impact, UTC functional managers must coordinate changes to UTCs affecting Guard or Reserve units or gaining MAJCOMs with HQ ANGRC/XPM, HQ AFRES/XPM, and/or the gaining MAJCOM as appropriate, before changes are implemented.

6.12.7. **MANFOR Data Elements.** MANFOR is published in classified microfiche form on a quarterly basis and distributed to MAJCOMs and field operating agencies (FOA). The databases of the HAF, MAJCOM, and Base levels of the Manpower and Logistics modules of COMPES are also update on a quarterly basis. The MANFOR data base contains UTCs. A UTC manpower force package consists of three parts:

6.12.7.1. **Title Record.** The title consists of the five-character UTC designator, a Deployment Indicator (DEPID) code, and a brief description of the type of force contained in the UTC package. Systems below the HQ USAF Master MANFOR (MANPER-M and MANPER-B/I), UTC designators contain a 1 digit suffix indicating the UTC status. Figure 6.3 explains UTC suffix meanings.

**UTC SUFFIX CODE EXPLANATION TABLE**

UTC SUFFIX	CONDITION/DESCRIPTION
0	This is a standard, HAF-approved, and distributed UTC. A UTC with this code can not be altered. It must be duplicated on the file first.
1	This UTC has been fully staffed at the MAJCOM, and is ready for transmission to HQ USAF for approval. It cannot be changed and must not be deleted.
2	This UTC has been fully staffed at the MAJCOM, and is ready to be transferred to a suffix 1, or has been transferred to a suffix 1.
3	This UTC is in a fully-extended condition; there is one C record on file for each position identified. It may be used to update individual lines with deployment echelon, and so forth, where quantity grouping is impractical. When transferred from this code, the UTC is summarized by like records (identical data element value). This code can only be transferred to suffix 2.
4	This UTC has been transferred to a CBPO for their review.
5	This UTC has been received from a CBPO for MAJCOM review.
6 through 8	These UTCs are in various stages of creation, modification and review. The suffix code is not programatically controlled.
9	This UTC was returned to the MAJCOM with changes during a HAF update or has excessive reject conditions.

**Figure 6.3. UTC Suffix Identification.****6.12.7.2. Mission Capability (MISCAP) Statement.**

The MISCAP defines the mission the force is capable of accomplishing, the type and amount of workload the force is capable of accomplishing, the type of base where the force may be employed (e.g., Bare Base (BB), Collocated Operating Base (COB), Main Operating Base (MOB), etc.), other UTCs which the subject UTC may be linked or combined with, the date the UTC was reviewed by the MEFPK responsible MAJCOM, and any other information.

**6.12.7.3. Manpower Detail.** The manpower detail defines the manpower required to perform a given workload as defined in the MISCAP. It includes the employment functional account code, AFSC, quantity of manpower requirements, and other data elements as necessary. When the detail and MISCAP of a UTC is

listed together, it is referred to as the Manpower Force Element Listing (MFEL). (Figure 6.4. is an example of a MFEL)

Manpower Force Element Listing

UTC  
TITLE

4F9E1 PB COMBAT SUPPORT

4F9HA RED HORSE RH-2

UTC CLASSIFICATION (U)  
PROVIDES TROOP ISSUE MANPOWER SUPPORT FOR BASES OPERATION WITH AND WITHOUT BASE TROOP  
ISSUE FUNCTIONS. THIS UTC IS DESIGNED TO PROVIDE SUPPORT TO AN INITIAL POPULATION OF 400  
REQUIRING TROOP ISSUE SUPPORT. THIS UTC WILL ONLY APPLY AT LOCATIONS WHERE THE END  
POPULATION WILL BE 1250 OR MORE. POPULATIONS OVER 1250 WILL AUGMENTED WITH XFFA2 PRIOR  
TO APPLYING XFFS3. THIS UTC CAN OPERATE FROM FIXED FACILITIES OR UNDER FIELD CONDITIONS  
USING FIELD EQUIPMENT. APPLIED ONLY ONE TIME AT A GIVEN BASE. APPLIES TO ALL TYPES OF  
BASES. LAST REVIEWED: 12/93.

FAC-TITLE		MANPOWER DETAIL			
XFFS1 4635-TROOP ISSUE WHSEG					
POSITION		AFSC	GRADE	QUANTITY	
SUBSIST OPNS SPEC		3K051		2	
SUBSIST OPNS TECH		3K071		1	
FUNCTIONAL TOTAL			3		
XFFS1 RECAPITULATION		OFFICERS	AIRMEN	CIVILIANS	TOTAL
		0	3	0	3

Figure 6.4. Manpower Force Element Listing (MFEL).

6.12.8. **Inplace or Nondeployable UTCs.** Inplace or Nondeployable UTCs contain only title information when registered in MANFOR and TUCHA. An inplace or nondeployable UTC is assigned to a unit when the unit is created and documented in the Personnel Accounting Symbol (PAS) file using AF Form 1726, **Personnel Accounting System Actions**. In addition, inplace UTCs are used when units create the Basic Identity (BIDES) data necessary for registering in SORTS. Inplace UTCs, documented in the PAS file, plus manpower totals extracted from MDS are used by COMPES Operations Module (OPSMOD) to create inplace requirements in OPLANs.

6.12.8.1. Title records which contain the title of the unit or force element and its unique JCS UTC.

6.12.8.2. MISCAP records which contain the definition and employment use of the UTC. The MISCAP must cross-reference other UTCs required to support the defined capability.

6.12.8.3. Manpower records which contain manpower detail by function, grade (mandatory for officer and civilian requirements, optional for enlisted), and AFSC required to meet the defined capability.

6.12.9. **MANFOR Reporting.** Each MEFPK responsible command will submit its MANFOR update to AFWMPRT quarterly (no later than 1 March, 1 June, 1 September, and 1 December). The 1 June and 1 December updates will contain the indirect conversions for the semiannual AFSC conversions. AFWMPRT will make all required direct conversions of AFSCs and FACs in the MANFOR during the 1 June and 1 December updates. Detail data on new UTC packages must be reported in MANFOR by the next MANFOR update or, if there are less than 60 days until that update, the following update. Each MEFPK responsible command will review and revalidate their UTCs at least annually. This validation will be done using the following criteria: Is the UTC still needed? Are all the AFSCs and functional account codes still valid? Does the MISCAP



state the true capability of the UTC? If applicable, is the sortie rate and crew ratio still valid? Any MEFPK responsible command which recommends a UTC change that applies to the Air Reserve Component or impacts the forces of another command, must coordinate the change with the NGB, HQ AFRES, and the affected command, as appropriate; and the HQ USAF functional area manager (FAM) before updating the MANFOR system. AFWMPRT provides an updated MANFOR data base to all MAJCOMs and FOAs within 15 days after receipt of updates at AFWMPRT, or upon request. Reporting instructions are provided in JCS Pub 1-03.22.

#### 6.12.10. MANFOR Procedures:

##### 6.12.10.1. Requesting and Approving UTCs:

6.12.10.1.1. Request Content and Addressees. MAJCOMs, FOAs, or DRUs will submit requests for new UTCs to HQ USAF/XOXW and the appropriate Air Staff Functional manager with an information copy to AFWMPRT/XA. Requests must include a proposed title, deployment indicator code, unit level code, approximate gross manpower requirements, and aircrew requirements, MISCAP, justification, and if possible, proposed UTC designation. The proposed UTC designation can include the full five positions or any part; e.g. 3F???, 3FG??, 3FGA5, where "?" is unknown. Incomplete requests will be returned for correction.

6.12.10.1.2. New UTCs will be requested when:

- New equipment types enter the inventory.

- Deployable units experience a significant change in either operational concept or mission.
- Significant program changes occur in manpower or equipment.
- Significant program or operational changes occur that will reduce a unit's SORTS capability level (C-level) below C2.

6.12.10.1.3. Approval Actions. After approval from HQ USAF/XOXW, AFWMPRT will :

- Review and assign a final UTC designation to newly approved manpower force packages.
- Review newly submitted MANFOR data for administrative accuracy and completeness and enter the approved data in the HQ USAF Master MANFOR File.
- Provide the validated UTC to HQ USAF/LGXX to add necessary logistics data and register it with the JCS TUCHA.
- Notify the MEFPK responsible command, Air Staff functional OPR, other interested commands and agencies, and the Air Reserve Components, that the UTC registration is complete.

6.12.10.2. **Defining a Manpower Force Package.** Upon UTC registration ,the following actions will be accomplished within the time frames shown in figure 6.5 (usually the next quarterly MANFOR update)

#### MEFPK DATA SUBMISSION TIMETABLE

If the UTC has a deployment indicator code of:

.....  
 1-In-being  
 2-Notional  
 3-Augmentation  
 E-Equipment only  
 P-Personnel only

then MANFOR and/or logistic detail is required and must be submitted within 60 days after the UTC is registered or the next quarterly MANFOR update to assure the UTC will be at the unit 60 days prior to tasking

.....  
 4 Programmed\*

then MANFOR and/or logistic detail will be estimated and submitted within 90 days after the UTC is registered or the next quarterly MANFOR update to assure the UTC will be at the unit 60 days prior to tasking.

**Figure 6.5. MEFPAK Data Submission Schedule.**

6-Variable

9-Nondeployable

then MANFOR and/or logistic detail is not required.

.....  
**\*NOTE:** UTCs for new weapon system and their direct support will be registered a DEPID "4" and estimated MANFOR/LOGSUM submitted within indicated time frames. The DEPID "4" must be changed to a "1," "2," "3," "E," or "P," and actual data reported in MANFOR/LOGDET as soon as the detail is available but prior to the unit achieving a combat ready status. DEPID changes will not be accomplished until both MANFOR and LOGDET data are available for submission and coordination between Manpower and Logistics has been obtained. The DEPID "4" will normally not be used for indirect support UTCs.

**Figure 6.5. Continued.**

## 6.12.10.2.1. The MEFPAK Responsible Command will:

- Develop MEFPAK data in compliance with this instruction. This data must be coordinated with other potential using commands (supported and supporting commands) and appropriate Air Reserve Component forces to ensure the manpower force package meets all user requirements. If a coordinated position cannot be reached, the issue will be forwarded to the appropriate HQ USAF functional manager and HQ USAF/XOXW/PER for resolution.
- Forward the MANFOR data to AFWMPRT. This data includes the title, MISCAP, and manpower detail.
- Provide a proposed implementation date to the functional OPR.
- For commands using COMPES, transmit this data in the quarterly HAF MANFOR update. For commands without COMPES, contact AFWMPRT for procedures.

## 6.12.10.2.2. Using MAJCOMs will:

- Review and evaluate MANFOR data developed by the MEFPAK responsible command to ensure the UTC adequately defines manpower force requirements.
- Provide comments and coordinate with the MEFPAK responsible command.

6.12.10.3. **Publishing UTCs:**

6.12.10.3.1. HQ USAF/XOXW will publish the UTC title, mission capability statement, total manpower

requirements, and associated logistics data in the USAF WMP-3, Part 3.

6.12.10.3.2. AFWMPRT will distribute the updated UTC detail to all MAJCOMs and other interested parties, as soon as possible after the packages have been updated via the AFMEA Bulletin Board or by other means as necessary.

6.12.10.4. **Updating and Maintaining Manpower Force Packages.** The MEFPAK responsible command is tasked annually to ensure the accuracy and currency of the title, MISCAP, and manpower detail of its UTCs. Proposed changes to existing manpower force packages must be submitted to the MEFPAK responsible command for consideration. Significant changes in UTC manpower requirements or concepts of operation must be coordinated with all potential using commands (supporting and supported), the Air Reserve Components, HQ USAF/PER, and approved by HQ USAF/XOXW and the appropriate HQ USAF functional manager. The MEFPAK responsible command will submit MANFOR updates to AFWMPRT quarterly. These updates must arrive at AFWMPRT by the last duty day of February, May, August, and November. Updates will be sent using the quarterly HAF MANFOR programs for commands using COMPES. Non-COMPES commands should contact AFWMPRT for procedures.

6.12.10.5. **Unit Type Code Manpower Validation.** After a UTC is approved and registered in the HQ USAF Master MANFOR database, the MEFPAK responsible MAJCOM M & O will review and recertify the manpower requirements in their UTCs on an annual basis.

6.12.10.5.1. The review process should include coordination with:

- Air Staff and MAJCOM functional managers.

- Pilot Units, if assigned.
- Other MAJCOMs (supported and supporting) that use the subject UTC.
- AFRES and/or ANG if applicable.

6.12.10.5.2. After a UTC is reviewed and updated, MAJCOMs will change the MISCAP to indicate the most recent review, and flow changes to AFWMPRT during the next quarterly MANFOR update.

6.12.10.5.3. AFWMPRT will periodically review UTC dates to ensure all UTCs are being revalidated on a regular basis.

### **6.13. Logistics Force Packaging System (LOGFOR):**

6.13.1. **LOGFOR Description and Purpose.** LOGFOR is a subsystem of both MEFPK and COMPES. It is used to collect and store logistics detail (LOGDET) for UTC. LOGFOR provides:

6.13.1.1. Detailed passenger and equipment planning data for use by Air Force units in their mobility plans.

6.13.1.2. A baseline for communication among the MEFPK responsible commands.

6.13.1.3. The foundation for individual UTC strategic airlift requirements estimates by operations planners at all levels.

6.13.2. **LOGFOR Reporting.** Each MEFPK responsible command will submit its LOGFOR update to HQ USAF/LGXX(LRC) quarterly (no later than 1 March, 1 June, 1 September, and 1 December). Each MEFPK responsible command will review and validate LOGDET at least annually, with the 1 March update being the mandatory annual validation of all UTC LOGDET. LOGDET detail data for all newly approved UTCs must be reported in LOGFOR by the next LOGFOR update or, if there are less than 60 days until that update, the following update.

## **Chapter 7**

### **JOPE REPORTING SYSTEM (JOPE SREP)**

**7.1. Instructions for Conveying Data Among Commands and Agencies Involved in Joint Operation Planning.** These instructions support JCS Pub 1-03.21, Joint Reporting Structure (JRS), Joint Operation Planning and Execution Reporting System (JOPE SREP). This integrated reporting system conveys operational planning information to support the NCA, the JCS, the unified and specified commands, the services, the United States Transportation Command (USTRANSCOM), the transportation component commands (TCC), the Defense Fuel Supply Center (DFSC), and the Defense Logistics Agency (DLA).

### **7.2. System Description:**

7.2.1. The JOPE SREP is an information reporting system structured for ADP designed to convey information developed during the operation planning process. Although the primary purpose of JOPE SREP is to support joint operation planning, it may also be used for mobilization and mobility planning in strategic studies, feasibility estimates, and movement capability studies.

7.2.2. Since the TPFDD elements reported are processed by computer, originators must adhere strictly to precise formatting rules. The originator must make sure the data are promptly completed, edited, corrected, and submitted.

7.2.3. The JOPE SREP system meets the basic data needs of all participants in operation planning from the submission of an operation plan through the development of final movement tables for deploying units, personnel shipments, and resupply.

**7.3. Reporting Responsibilities and Procedures.** Because JOPE SREP is used mainly within the joint channels, this paragraph defines responsibilities and outlines procedures for transmitting TPFDD files that affect the supported and supporting CINCs, Joint Staff, the services, DFSC, USTRANSCOM, and TCCs. In responding to joint requirements, the Air Force components of supported and supporting CINCs fulfill the Air Force portion of the responsibilities of the unified commander. Separate unilateral Air Force responsibilities are also indicated:

7.3.1. Commanders of unified and specified commands, chiefs of services, USTRANSCOM, and commanders of the TCCs must:

7.3.1.1. Maintain a capability to support the information requirements of the NCA and the JCS, as defined in this chapter.

7.3.1.2. Forward suggestions for improving the JOPEsREP to the Joint Staff through joint or Air Force channels, as appropriate.

7.3.2. The commanders of unified and specified commands, subordinate commanders, the Air Force, and the TCCs submit the TPFDD as shown in Paragraph 7.7.

7.3.3. The TPFDD is submitted to USTRANSCOM, Joint Staff, the commanders of unified and specified commands, subordinate commands, the Air Force, and the TCCs using the format and procedures prescribed in this manual.

7.3.3.1. The TPFDD is submitted initially, upon request, to the unified commander or joint agency for refinement and formal OPLAN review when the OPLAN is first submitted. The Air Force portion of the complete TPFDD includes:

7.3.3.1.1. Force requirement data, which identify combat, combat support, and combat service support units available and required to implement the plan.

7.3.3.1.2. Force movement characteristics data, which contain unit movement characteristics, cargo detail, and cargo category detail information for each unit requiring common user transportation.

7.3.3.1.3. Nonunit-related cargo characteristics and routing data, which identify estimates and provide origins for required supply, resupply, military support for allies, support for nonmilitary programs, retrograde cargo, and other cargo. Nonunit-related personnel characteristics and routing data, which provide estimates on required fillers, replacements, retrograde personnel, and other personnel.

7.3.3.1.4. Movement table data, which provide information about the scheduled movement to the POE, intermediate location, POD, and destination.

7.3.3.2. Subsequent submission of corrections and update of TPFDD file may become necessary when data are affected by changes to the JSCP, WMP, or OPLAN concepts. Changes or corrections to previously submitted force and nonunit-related data are normally coordinated by USTRANSCOM during the intensive management phase of the planning cycle.

7.3.3.3. The TPFDD file is submitted using one of these methods to forward planning data to support joint operation planning or OPLAN review and to transmit complete OPLAN data bases to supporting commands and the TCCs:

7.3.3.3.1. Send TPFDD files on magnetic tape by mail or WWMCCS Intercomputer Network (WIN).

7.3.3.3.2. Send hard copy print of TPFDD files by mail.

7.3.3.4. Before transferring OPLAN data, the originator must make every effort to edit the data and make the necessary corrections.

7.3.3.5. Administrative considerations for TPFDD transmission include:

7.3.3.5.1. **Report Identification.** Since TPFDD are not produced in card formats, a report indicator is not applicable.

7.3.3.5.2. **Security Classification.** The originator of the TPFDD assigns the proper security classification and special handling instructions according to current directives. The record of transmittal identifies subsets of the TPFDD which may be classified lower than the classification of the complete data set.

7.3.3.5.3. **Record of Transmittal.** A complete record of transmittal is required for each submission of TPFDD. If the data are submitted by mail, the record of transmittal must be sent by message with a precedence that will ensure the message arrives before the data. A copy of the record of transmittal must accompany the data. The message record of transmittal must be classified according to its own content, which may or may not be the same as the submitted TPFDD, and must include information about the security classification and downgrading requirements of the data being submitted. Each record of transmittal must contain all information the addressee needs to identify, understand, and accurately process, with minimum delay, the related TPFDD being submitted. At a minimum, this record of transmittal must contain:

7.3.3.5.3.1. The reference, summary, and reason for submitting the data.

7.3.3.5.3.2. An OPLAN, document, or study identification number and origination date of the service document.

7.3.3.5.3.3. All applicable plan change numbers and dates. It must state whether these data submissions relate to one or more specific changes.

7.3.3.5.3.4. The tape reel numbers or registry number and the date sent, if the report is sent by mail.

7.3.3.5.3.5. The security classification and downgrading, declassification, and special processing instructions for the data submitted.

7.3.3.5.3.6. The edition of the TUCHA file used.

7.3.3.5.3.7. A listing of all uncorrected processing errors, their effects, and whether they are related to data errors.

7.3.3.5.3.8. Any unusual hardware requirements to include the file size required for processing.

7.3.3.5.3.9. Additional information for reports sent on magnetic tape:

7.3.3.5.3.9.1. List the number of tracks.

7.3.3.5.3.9.2. Specify character set and format.

7.3.3.5.3.9.3. Specify whether WWMCCS standard or other format is used.

7.3.3.5.3.9.4. State whether WWMCCS standard labels are used.

7.3.3.5.3.9.5. Specify whether or not the tape contains only one data base file. If not, describe the data breakdown.

7.3.3.5.3.9.6. Specify whether any data base file is divided between two tape reels, and if so, describe how they should be handled (mounted on two drives at the same time, mounted successively on one drive, etc.).

7.3.3.5.3.10. Provide the originating command point of contact and telephone number.

7.3.4. Transmission Precedence. Records of transmittal sent concurrently with data must contain the same precedence. Records of transmittal sent by message must have a precedence that ensures their arrival before the data are received.

**7.4. TPFDD Element Descriptions.** The data elements comprising the TPFDD are arranged into eight specific functional categories. These categories provide logical data relationships and a means to discuss organizational responsibilities for data preparation in support of the joint operation planning process. A breakdown of individual data elements is provided in Paragraph 7.11.

**7.4.1. Force Requirement and Routing.** Force requirement and routing data provide force description information such as FRN, UTC, unit level code (ULC), authorized strength, intermediate location, POD, destination, load configuration, discharge constraints,

movement dates, and the preferred mode and source of transportation.

**7.4.2. Force Unit Identification (UIC).** Force unit identification data identify an actual unit (one having a UIC) or describe a type or notional unit designated to support the force requirement. Data include unit origin, unit-ready-to-load date (RLD), POE, and transportation mode and source.

**7.4.3. Force Movement Characteristics.** Force movement characteristics data address both unit personnel and unit cargo. Unit personnel data include the number of personnel requiring nonorganic transportation and the authorized unit strength. Unit cargo data include the cargo categories of a force requirement and a detailed description of each type of item included within a cargo category. Cargo movement characteristics include weight, volume (cube), surface area (square feet), and dimensions (length, width, and height).

**7.4.4. Service Force Definition Supplement.** Service force definition data provide additional information necessary to fully define the force requirement. Use of these data is based on service directives.

**7.4.5. Nonunit-Related Cargo Characteristics and Routing.** Nonunit-related cargo data describe a cargo category, the providing organization, type of movement, and routing data. The cargo movement characteristics include weight, volume (cube), and surface area (square feet).

**7.4.6. Nonunit-Related Personnel Characteristics and Routing.** Nonunit-related personnel data describe the category of personnel, the providing organization, type of movement, and routing data.

**7.4.7. Movement tables Data Elements.** Movement table data provide information about the scheduled movement to the POE, intermediate location, POD, and destination. Data are prepared for each force requirement and each nonunit-related personnel or cargo requirement. Transportation mode and source, number of tons of cargo, number of personnel, and arrival dates and locations are given for each required movement. Movement table data are also used to indicate movement requirements that cannot be met (those exceeding lift resources, origin outloading capability, or port throughput capabilities, or those having an impossible closure date at the POD).

**7.4.8. Remarks Section Data Element.** Remarks data are used to provide additional information or comments pertaining to any other TPFDD entry.

## 7.5. UTC, Force Category, FRN, and Force Indicator and Parent Indicator Codes:

### 7.5.1. Procedures for Using the Unit Type Codes:

7.5.1.1. The UTC is the primary means for identifying types of forces to be described in force requirement data. Other information about the force, such as unit level and the narrative force description, is required when the UTC is nonstandard.

7.5.1.2. Standard UTCs should be used in force list development to the maximum extent possible. Force lists with large numbers of nonstandard force requirements tend to become unmanageable and inaccurate.

7.5.1.3. If the force requirement describes a nonstandard UTC, force movement characteristics and unit identification data must be provided for each independent or subordinate force. Also, SRF USAF force supplement data are mandatory. When it is essential to use nonstandard UTCs, the UTC must define a complete force requirement. Multiple nonstandard UTCs must not be used to describe a single force requirement (such as, a Headquarters Augmentation Package, Command Post, etc.).

7.5.2. **Force Categories.** Use of the Force category structure is optional in most cases. Unified commands will specify if their use is required within their plans. A force category must always be identified by the force requirement number and the parent indicator code (PIC). The FRN appears in the force requirement routing data. It is associated with all related data for a given force requirement. There are five force categories defined with these characteristics:

7.5.2.1. **Grouping.** A force category wholly defined by including primary parents, independents, secondary parents, and subordinates. Air Force requirements are not generally categorized as a grouping.

7.5.2.2. **Independent.** A force category:

7.5.2.2.1. Wholly defined by a single UTC.

7.5.2.2.2. Which is not subordinate to a primary or secondary parent and has no subordinates, although it may be subordinate to a grouping.

7.5.2.2.3. With a single destination, although the force requirement may be split or the assigned units may be fragmented to move by different routes or modes.

7.5.2.3. **Primary Parent.** A force category:

7.5.2.3.1. Consisting of and wholly defined by secondary parents or subordinates, or both.

7.5.2.3.2. Whose secondary parents, if any, are further subordinated.

7.5.2.3.3. Whose secondary parents and subordinates are associated for deployment planning purposes.

7.5.2.4. **Secondary Parent.** A force category:

7.5.2.4.1. Which is subordinate to a primary parent, has no subordinate parents, and is wholly defined by its own subordinate forces.

7.5.2.4.2. Whose subordinates are not further subdivided by force requirement and routing data.

7.5.2.4.3. Whose subordinates are associated for deployment planning purposes.

7.5.2.4.4. Which is generally not used to identify Air Force force requirements.

7.5.2.5. **Subordinate.** A force category:

7.5.2.5.1. Under a primary or secondary parent for deployment planning or hierarchical display purposes. It has no **subordinates** of its own and is wholly defined by a single UTC.

7.5.2.5.2. With a single destination, although the force may be split (if directly under a primary parent) or fragmented to move by different routes or modes.

7.5.3. **Procedures for Using the FRN.** The FRN is the primary identification of a force requirement. The assignment of FRNs allows for the analysis and organization of the groupings of forces within a TPFDD. JOPES, Volume I, Chapter I, allocates the first position of the FRN to the supported unified/specified commands to preclude duplication when multiple theater scenarios are executed. Within the constraints of that limitation, these rules govern using an FRN for Air Force component TPFDDs.

7.5.3.1. Each FRN identifies a unique force requirement within an OPLAN. FRNs are not duplicated within a given plan. However, the same FRN can appear within any number of OPLANs and not convey any relationship to each other.

7.5.3.2. FRNs are normally assigned to help organize forces within a plan. They may be two, three, four, or five characters. A two-character FRN is used to identify the major force element. Three, four, and five character

FRNs show subordinate relationships to the major force element defined by the first two digits. A five-character FRN is assigned to:

7.5.3.2.1. A subordinate force requirement whose ascending organizational structure includes both a primary and a secondary parent. This type of subordinate force requirement **cannot** be further divided for split shipment movement.

7.5.3.2.2. A subordinate force requirement whose ascending organizational structure includes a primary parent only, and whose fifth character in the FRN is used to indicate a split shipment.

7.5.3.2.3. An independent force requirement which may not be split.

7.5.3.2.4. The personnel or cargo portion of a split independent force requirement.

#### 7.5.4. Force Category and FRN Relationship:

7.5.4.1. Groupings and parent force requirements or FRNs are identified solely by the A cards. The R card is the only other card that may be associated with the FRN.

7.5.4.2. Groupings must have associated independent or primary parent force requirements or FRNs. Primary parents must have associated secondary parent or subordinate force requirements or FRNs. Secondary parents must have associated subordinate force requirements or FRNs.

7.5.4.3. Force requirements or FRNs can be described as moving in either the non split shipment or split shipment mode.

7.5.4.4. A nonsplit shipment is one that is moved by a single transportation mode and has a single POE or POD. It is identified by any valid character other than C or P in the fifth position of the FRN.

7.5.4.4.1. The use of E in the fifth position of the FRN indicates this force requirement must not be split at any point in the deployment process excluding the CONUS. Any value other than C or P in the fifth position of the FRN implies a non-split shipment.

7.5.4.4.2. The values C, P, or E in the fifth position of the FRN have significance only from the POE to the destination. As part of the FRN, they must be coded when the requirement is initially determined.

7.5.4.4.3. For movement within the CONUS of units that must not be split, if the unit originates at more than one

location or for any other reason must move in a segmented mode, the force unit identification fragmentation code must give the necessary unique identity to each segment.

7.5.4.5. A split shipment is a shipment where personnel and equipment are moved by different modes of transportation. They usually required two different PODs and POEs, even though the destination is common to both personnel and equipment. Generally, it means that personnel (plus essential subsistence items) move by air, and that cargo (plus essential cargo escort personnel) move by sea. A split shipment is defined by force requirement and routing data with different routing or modes for personnel versus cargo.

#### 7.5.5. Force Indicator Codes (FIC) and Parent Indicator Code (PIC):

7.5.5.1. The FIC is used to distinguish a standard force requirement from a nonstandard force requirement. If the number of personnel associated with a UTC is different from the standard UTC, or the personnel are the same as in a standard UTC but the AFSCs are different than the standard, the UTC is considered nonstandard and a FIC of 1 or 8 must be used as derived from table 7.8.

7.5.5.2. The PIC is used to distinguish an independent or subordinate force requirement from a parent force requirement. The PIC is always left blank for an independent or subordinate.

7.5.5.2.1. For a primary parent, the values of PIC must be A, P, or X. The values A and P represent the split shipment modes. 'A' means that all subordinates move via the split mode, P means that some move by the split mode, and X means that all subordinates move in the normal mode.

7.5.5.2.2. For a secondary parent, the only authorized value for PIC is X.

7.5.6. **Unit Line Number (ULN).** The ULN (consisting of the FRN and Frag and Insert Code) is the data element that controls and identifies each entry in a JOPES TPFDD. A force requirement may require more than one TPFDD entry due to split sourcing of the requirement by multiple units. When more than one entry is needed, the FRN must remain the same to properly identify the force requirement. The identity of the portions of that force requirement are provided by the frag and insert code.

7.6. **General Procedures.** This section addresses information flow and reporting procedures above the level of the service component commands. This has

application at the component level because an Air Force component command must be ready to accept and submit TPFDD information items within its area of responsibility in support of the JOPES and this manual. These procedures pertain to reporting TPFDD during the plan development, plan review, and supporting plan phases of the planning process.

**7.6.1. Prior to the Plan Development Phase.** Certain planning activities must be completed within Air Force channels prior to commencing the plan development phase. These activities are described in Chapter 2 of this manual.

**7.6.2. Communication Requirement.** The procedures described here apply to joint reporting. MAJCOMs fulfilling similar roles for the purpose of this manual must communicate according to existing lines of communication. For example, when USAFE is acting as the supported command, it communicates with USCINCEUR and not with the Joint Staff. Additionally, all Air Force MAJCOMs acting in a supporting capacity will respond via JOPESREP as prescribed in Chapter 2, that is, directly to the component command that requested the TPFDD information.

## **7.7. JOPES Reporting During Plan Development:**

### **7.7.1. The Supported Commander:**

7.7.1.1. Establishes deployment priorities for forces to support the concept of operations, based on assets made available for planning as contained in the JSCP.

7.7.1.2. Provides planning guidance to service component commands for developing the TPFDD based on deployment priorities. This planning guidance is normally in the form of a letter of instruction (LOI) issued before planning commences.

7.7.1.3. Consolidates force and resupply requirements for TPFDD development.

7.7.1.4. Convenes the plan development conference to review and validate requirements, draft the TPFDD, and to develop an initial transportation feasibility estimate.

7.7.1.5. Provides the TPFDD containing information from these functional categories to the Joint Staff, USTRANSCOM, supporting commanders, and the TCCs to permit preliminary movement planning and documentation for TPFDD refinement:

7.7.1.5.1. **Force Requirement and Routing.** FRN, UTC, ULC, location, routing, and modes are included.

7.7.1.5.2. **Force Unit Identification.** As a minimum, data are to be included for ORIGIN GEOLOCATION CODE and UNIT READY TO LOAD DATE.

7.7.1.5.3. **Force Movement Characteristics.** Data must be included only for Nonstandard force requirements.

7.7.1.5.4. **Service Force Definition Supplement.** These data are prepared as required by the service headquarters. These data are not subject to JCS plan review.

7.7.1.5.5. **Nonunit-Related Cargo Characteristics and Routing.** Weight, cubic dimensions, and surface area of cargo are included.

7.7.1.5.6. **Nonunit-Related Personnel Characteristics and Routing.** Organization, type of movement, and routing data are included.

7.7.1.5.7. **Remarks.** Any needed information may be added in this section.

7.7.1.6. Prepares a record of transmittal for TPFDD submission.

7.7.1.7. Ensures the TPFDD has been edited and errors corrected prior to submission for plan review.

7.7.1.8. Prepares and transmits nonunit-related cargo characteristics and routing data for bulk POL requirements to the DFSC.

7.7.1.9. Receives JCS "for further planning only" approval and any requested revisions.

7.7.1.10. Participates in USTRANSCOM hosted TPFDD refinement conferences. Resolves and reports TPFDD shortfalls and approves the TPFDD closure profile.

7.7.1.11. Submits coordinated TPFDD to the Joint Staff for plan review and approval.

### **7.7.2. The Joint Staff:**

7.7.2.1. Participates in the plan development conference.

7.7.2.2. Receives the draft TPFDD from the supported commander for initial review.

7.7.2.3. Provides the draft TPFDD to the services.

7.7.2.4. Reviews the draft TPFDD and provides comments, grants approval for further planning to the supported commander.



7.7.2.5. Participates in the USTRANSCOM hosted TPFDD refinement conferences. Reviews transportation shortfalls in conjunction with the supported commander, TCCs, and services. Resolves transportation shortfalls if possible.

#### 7.7.3. USTRANSCOM:

7.7.3.1. Hosts and participates in the supported commander's plan development conference.

7.7.3.2. Receives the draft TPFDD from the supported commander.

7.7.3.3. Hosts the TPFDD refinement conference. Provides draft TPFDD to TCCs for analysis of transportation requirements. Receives movement tables from TCCs. Coordinates combined movement and shortfalls and approval of TPFDD closure profile.

7.7.3.4. Incorporates refined TPFDD into the JOPES data base and intensively manages the first 15 days of deployment data for possible implementation.

#### 7.7.4. The Services:

7.7.4.1. Participate in the supported commander's plan development conference as may be required by the supported commander.

7.7.4.2. Receive the draft TPFDD from the Joint Staff.

7.7.4.3. Review the draft TPFDD.

7.7.4.4. Participate in the TPFDD refinement conferences. Verify the actual force data and ability to support personnel requirements. Define nonunit cargo and personnel capabilities. Coordinate the replacement of notional nonunit requirements contained in the TPFDD with actual nonunit cargo and personnel available, within capability.

#### 7.7.5. The Supporting Commanders:

7.7.5.1. Participate in the supported commander's plan development conference to prepare a draft TPFDD.

7.7.5.2. Receive the draft TPFDD from the supported commander.

7.7.5.3. Participate in the TPFDD refinement conferences. Provide the actual force data.

#### 7.7.6. The TCCs:

7.7.6.1. Participate in the supported commander's plan development conference to prepare a draft TPFDD.

7.7.6.2. Receive the draft TPFDD from the supported commander.

7.7.6.3. Participate in the TPFDD refinement conference. Provide the actual force routing data.

7.7.6.4. Receive the refined TPFDD from USTRANSCOM and analyze transportation requirements. Provide the movement table data.

**7.8. Plan Review.** The initial review of the TPFDD is conducted by the Joint Staff and the services prior to the USTRANSCOM phase I TPFDD refinement conference. Data contained in the TPFDD and augmented by any plan dependent data bases the supported commander may have submitted with the plan are used. As a result of the review process, changes to the TPFDD that are required prior to final plan approval may be identified. When necessary, the supported commander submits TPFDD revisions to the Joint Staff.

#### 7.8.1. The Joint Staff:

7.8.1.1. Notifies the supported commander of modifications to the TPFDD that are required prior to plan approval.

7.8.1.2. Receives the updated TPFDD from the supported commander and provides updated data to the services.

7.8.1.3. Conducts the final plan review and approval.

#### 7.8.2. The Supported Commander:

7.8.2.1. Submits the TPFDD revision to the Joint Staff as necessary to obtain plan approval.

7.8.2.2. Transmits approved TPFDD to USTRANSCOM, the supporting commanders, TCCs, and the DFSC to finalize supporting plans.

**7.9. Supporting Plans.** A supporting plan is an operation plan prepared by either a supporting commander or a subordinate commander to satisfy the requests and requirements of the supported commander's plan. Supporting plans must be submitted to the supported commander within the time frame established by the JCS after the plan which they support is approved. Any changes in TPFDD content resulting from the preparation of supporting plans should be promptly processed for the TPFDD update.

**7.10. TPFDD Plan Requirements.** Within a TPFDD file, plan requirements are identified as force requirements and nonunit-related requirements. All TPFDD plan data are related to a force or nonunit-related plan requirement. In most cases, the force and nonunit-related data relationships are discrete; however, there are two exceptions. Exceptions apply to movement tables and remarks segments which may be associated with any plan requirement.

7.10.1. A force requirement may be identified by a FRN, or a ULN. The ULN is actually an FRN plus a fragmentation code and an insert code. The appropriate key and algorithm for generating the FRNs in the TPFDD must be published in the OPLAN. Essentially, FRN identification is used for force requirement and routing, and the service force definition supplement. All other force requirement identification provides for using the ULN. In a sequential development of force requirements, the ULN would be initiated at the time of force unit identification.

7.10.2. A nonunit-related requirement may be identified by a cargo increment number (CIN) or a personnel increment number (PIN). These increment numbers are comprised of the data elements title, PROVIDING ORGANIZATION CODE, TYPE OF MOVEMENT, and CARGO SEQUENCE NUMBER or PERSONNEL SEQUENCE NUMBER. The data elements comprising a CIN and a PIN are described in the data element description for the TPFDD being reported.

7.10.3. Movement tables and remarks segments are applicable to both force requirements and nonunit-related requirements. The relationship to a particular plan requirement is accomplished by using an FRN, ULN, or PIN. For the purpose of reference, the file MOVEMENT IDENTIFICATION is used for the data element in movement tables and remarks to relate the reported information to the appropriate force (FRN or ULN) or nonunit-related (CIN or PIN) plan requirement.

**7.11. Data Element Descriptions.** This paragraph describes information to be reported for the TPFDD. Data elements are identified in the first column by a reference number for ease of identification. Following the reference number are the element name, number of characters, type of data, descriptive comment, and edit instructions. The meanings for types of data are coded as shown:

<u>Type Data</u>	<u>Meaning</u>
A	Alphabetic
AN	Alphanumeric
N	Numeric

7.11.1. **OPLAN or Document Identification.** Each OPLAN or document is identified by a plan or document identification number. See Figure 7.1 for additional information.

Ref. No.	Element Name	No. Char.	Type Data
1	PLAN or Document Identification	5	AN

**Comments.** Refers to an OPLAN or a document that describes a situation that is not covered by a plan. An OPLAN is recorded by a plan identification number as assigned and listed in table 7.1. A document is recorded by a document identification number as described in table 7.2.

**Edit.** Required data. Must be according to format in table 7.1 or table 7.2.

**Figure 7.1. OPLAN or Document Identification.**

7.11.2. **Force Requirement and Routing Data.** Force requirement and force routing information (see figure 7.2) describe the force requirement and specify the port of debarkation and destination locations, to include intermediate locations if applicable. This data is used to initialize the FORCE REQUIREMENT NUMBER element to associate all related data for a given force requirement in a specified OPLAN. Force routing data must not be submitted for parent force requirements. See Figure 7.2 for additional information

Ref. No.	Element Name	No. Char.	Type Data
1-1	Force Requirement Number (FRN)	5	AN

**Comments.** Provides unique alphanumeric identification of a force required for a given plan or document. Detailed instructions are provided in table 7.3.

**Edit.** Required data. Must be two, three, four, or five characters. The second character must be numeric.

1-2	Providing Organization Code	1	AN
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**Figure 7.2. Force Requirement and Routing Data.**

**Comments.** Identifies the organization designated by appropriate allocation documents to provide the force. Codes are listed in table 7.4.

**Edit.** Required data. Must be one of the codes in table 7.4.

1-3	Service Code	1	AN
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**Comments.** Identifies the parent service of the required force. Codes are in table 7.5.

**Edit.** Required data. Must be one of the codes in table 7.5.

1-4	Unit Type Code(UTC)	5	AN
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**Comments.** Identifies the type of unit for which the force requirement is stated. Additional UTC information is contained in table 7.6.

**Edit.** Required data. Must be one of the UTCs contained in the TUCHA or one with the last four characters equal to 99BB and the first character not equal to 1 or 0. The service associated with a UTC must correspond to the related service code.

1-5	Unit Level Code (ULC)	3	A
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**Comments.** Describes the level of unit for which the force requirement is stated. Codes are in table 7.7.

**Edit.** Required data for a nonstandard UTC. Optional data for a standard UTC. If used, this must be one of the codes in table 7.7.

1-6	Force Description	31	AN
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**Comments.** The format in Figure 7.5. is used.

**Edit.** Optional data. No edit check.

1-7	Force Description Service Reserved	5	AN
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**Comments.** Requires instructions to be provided by service headquarters. A description of this data element is outlined in Paragraph 7.12. in conjunction with tables 7.25. through 7.29.

**Edit.** Optional data. No edit check.

1-8	Force Indicator Code (FIC)	1	N
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**Comments.** Distinguishes between a standard and nonstandard force requirement. Codes and definitions are in table 7.8.

**Edit.** Required data. Must be one of the codes in table 7.8.

1-9	Parent Indicator Code (PIC)	1	A
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**Comments.** Distinguishes an independent or subordinate force requirement from a parent force requirement. A blank PIC indicates an independent or subordinate. The PIC for a secondary parent is X. A primary parent PIC may be A, P, or X. For a primary parent, the value X

indicates all subordinates will move in the nonsplit mode. PIC A indicates all subordinates to move via the split mode; PIC P means some are to move via the split mode.

**Edit.** Required data for primary and secondary parent force requirements. Must be A, P, or X when used.

1-10	Personnel Strength	5	N
	<b>Comments.</b> Provides the personnel strength of the required force associated with the UTC as follows: In-place units use the authorized		

**Figure 7.2. Continued.**

strength for the FY quarters addressed in the OPLAN, plus any individual wartime augmentees. Forces being requested use the required strength identified through the MEPPAK.

**Edit.** Required data for a nonstandard UTC. Optional data for a standard UTC. Must be five numeric characters and right-justified with leading zeros when used.

1-11	Intermediate Geolocation Code	4	AN
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**Comments.** Identifies the geographic location at which an intermediate stop is to occur. An intermediate location is a place where the force delays for such reasons as transportation mode or source change, tactical assembly, or training. It does not include stops for refueling. Table 7.12. explains geolocation codes.

**Edit.** Required data if intermediate location is designated. Must be valid GEOFILE code when used.

1-12	Preferred Mode of Transport to Intermediate Location	1	A
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**Comments.** Indicates the preferred transportation mode for movement of the force to an intermediate location. Codes are in table 7.9.

**Edit.** Required data if intermediate location is designated. Must be one of the mode codes from table 7.9. when used.

1-13	Preferred Source of Transport to Intermediate Location	1	A
------	--	---	---

**Comments.** Indicates the preferred source of transportation for movement of the force to an intermediate location. Codes are in table 7.9.

**Edit.** Required data if intermediate location is designated. Must be one of the source codes from table 7.9. when used.

1-14	Load Configuration to the Intermediate Location	1	A
------	---	---	---

**Comments.** Describes the type loading for delivery of the force to the intermediate location. Codes are in table 7.10.

**Edit.** Required data if intermediate location is designated. Must be one of the codes in table 7.10. when used.

1-15	Discharge Constraints at the Intermediate Location	2	A
------	--	---	---

**Comments.** Describes a maximum of two (most significant if more than two) limitations or restrictions at the intermediate location. If additional constraints are mandatory for a plan, they should be described in a REMARK data submission. Codes are in table 7.11. A single-value constraint should be left-justified. When discharge constraints are not applicable, the value N is entered.

**Edit.** Required data if intermediate location is designated. Must be one of the codes in table 7.11. when used.

1-16 Days Delay at Intermediate Location 3 N

**Comments.** Indicates the number of days the force delays at the intermediate location. Values are 0001- 0999 to indicate the number of days delay. No delay is indicated by 000.

**Edit.** Required data if intermediate location is designated. Must contain three numeric characters when used.

**Figure 7.2. Continued.**

1-17 Type Delay at Intermediate Location 1 A

**Comments.** Indicates whether total force entry must remain as a unit at the intermediate location during the delay period. Value T means the delay applies to the total force and value F means the delay applies to incremental portions of the force. The value is left blank when DAYS DELAY is 000.

**Edit.** Required data if intermediate location is designated and days delay is greater than 000. Must be codes F or T when used.

1-18 Location of the Intermediate Stop 1 A

**Comments.** Indicates where in the deployment the intermediate location occurs. Options are between Origin and POE, between POE and POD, and between POD and destination. Codes are in table 7.13.

**Edit.** Required data if intermediate location is designated. Must be one of the codes in table 7.13. when used.

1-19 POD Geolocation Code 4 AN

**Comments.** Describes the specific geographic location of the POD or ocean area. If the POD is unknown but the country is known, the geolocation code meaning "Unknown Location In (country-name)" is used. If country is also unknown, the geolocation code XPQF, which means "Unknown Foreign Location," is used. Table 7.12. explains geolocation codes.

**Edit.** Required data unless unit is in place. Must be valid GEOFILE code when used.

1-20 Preferred Mode of Transport to POD 1 A

**Comments.** Indicates the preferred transportation mode for movement of the force to a POD or ocean area. Codes are in table 7.9.

**Edit.** Required data unless POD and destination are the same. Must be one of the mode codes from table 7.9 when used.

1-21 Preferred Source of Transport to POD 1 A

**Comments.** Indicates the preferred source of transportation for movement of the force to a POD or ocean area. Codes are in table 7.9.

**Edit.** Required data unless unit is in place. Must be one of the source codes from table 7.9. when used.

1-22 Load Configuration to the POD 1 A

**Comments.** Describes the type loading desired for delivering the force to a POD or ocean area. Codes are in table 7.10.

**Edit.** Required data unless unit is in place. Must be one of the codes in table 7.10. when used.

1-23 Discharge Constraints at the POD 2 A

**Comments.** Describe a maximum of two (most significant if more than two) limitations or restrictions at the POD or ocean area location. If additional constraints are mandatory for a plan, they should be described in a REMARK data submission. Codes are in table 7.11. A single-value

**Figure 7.2. Continued.**

constraint should be left-justified. The value N is used when discharge constraints are not applicable.

**Edit.** Required data unless unit is in place. Must be codes in table 7.11. when used.

1-24 Earliest Arrival Date 4 AN

**Comments.** Specifies the earliest date a force is permitted to arrive at a POD or ocean area. Table 7.14. explains date values.

**Edit.** Required data unless in place or on-call unit. When used, value must be according to guidance in table 7.14. and equal to or less than the value for LAD.

1-25 POD Latest Arrival Date (LAD) 4 AN

**Comments.** Specifies the latest date by which a force or any element thereof must arrive at the ocean area or POD and complete unloading. The value "9999" indicates a unit is on call to the POD. A value that is left blank indicates an in-place unit. Table 7.14. explains date values

**Edit.** Required data unless unit is in place. When used. The value must be 9999 or according to table 7.14. If the date from table 7.14. is used for LAD, it must be greater than or equal to the EAD, and if the date from table 7.14. is used for RDD, the LAD must be less than or equal to the RDD.

1-26 Priority for POD Arrival 3 N

**Comments.** Indicates desired sequence for arrival on the LAD at a POD. The value is a three-digit number 001-999 or left blank. A value may be used only once on a given LAD regardless of the number of PODs. A blank indicates an in-place unit.

**Edit.** Required data unless unit is in place, on call to the POD, or the POD is an ocean area. Optional data when the unit is on call or no terminal through-put considerations apply (amphibious assault area). When used, must be a three-digit number (or blank if unit is in place).

1-27 POD Priority Add On 1 A

**Comments.** Provides a means for inserting a force requirement into the priority arrival at POD sequence without resequencing already assigned priorities.

**Edit.** Optional data. If used, must be alphabetic character, except I and O. Must be blank for an in-place unit.

1-28 Destination Geolocation Code 4 AN

**Comments.** Describes the specific geographic location of the destination. Value is left blank if POD and destination are the same. If destination is unknown and country is unknown, geolocation code XPQF, which means "Unknown Foreign Location," is used. table 7.12. explains location codes.

**Edit.** Required data if unit is in place or POD and destination are not the same. Must be valid GEOFILE code when used.

1-29 Preferred Mode of Transport to Destination 1 A

**Comments.** Indicates the preferred transportation mode for movement of the force to the destination. The value Z is used for an in-place unit. Codes are in table 7.9.

**Figure 7.2. Continued.**

**Edit.** Required data unless POD and destination are the same. Must be one of the mode codes from table 7.9. when used.

1-30 Preferred Source of Transport to Destination 1 A

**Comments.** Indicates the preferred source of transportation for movement of the force to the destination. Codes are in table 7.9.

**Edit.** Required data unless unit is in place or POD and destination are the same. Must be one of the source codes from table 7.9. when used.

1-31 Load Configuration to the Destination 1 A

**Comments.** Describes the type loading desired for delivery of the force to the destination. Codes are in table 7.10.

**Edit.** Required data unless unit is in-place or POD and destination are the same. Must be one of the codes in table 7.10. when used.

1-32 Discharge Constraints at the Destination 2 A

**Comments.** Describes a maximum of two (most significant if more than two) limitations or restrictions at the destination. If additional constraints are mandatory for a plan, they should be described in a REMARKS data submission. Codes are in table 7.11. A single-value constraint should be left-justified. The value N is used when discharge constraints are not applicable.

**Edit.** Required data unless unit is in place or POD and destination are the same. Must be codes in table 7.11. when used.

1-33 Required Delivery Date (RDD at Destination) 4 AN

**Comments.** Specifies the latest date that a force must arrive at the destination and complete unloading. Value 9999 indicates that POD data are known and that the unit is on call to the destination. Table 7.14. explains date values.

**Edit.** Required data unless unit is in place, on call to the POD, or the POD and destination are the same. When used, value must be 9999 or according to table 7.14. If date is derived from table 7.14., the value must be equal to or greater than LAD.

**Figure 7.2. Continued.**

7.11.3. **Force Unit Identification Category.** Force Unit Identification data (figure 7.3) are used to assign planning origins and POEs or to designate actual units to fill force requirements. The designation of actual units or planning origins and POEs is essential to a transportation feasibility analysis. For available units, actual UICs are to be used; however, when a specific unit is not known, notional unit identification is to be made without UIC data. Actual unit and UIC designation

should follow in the plan development process. It is with force unit identification data that the unit line number (ULN) is introduced. See Figure 7.3 for additional information

7.11.3.1. The ULN enables the specification of discrete increments of designated forces, through the use of fragmentation and insert codes, to collectively identify responses to a given force requirement.

7.11.3.2. If a single designated unit satisfies a given force requirement, fragmentation and insert codes are not used (blank values).

7.11.3.3. The ULN consists of the data elements FRN, FRAGMENTATION CODE, and INSERT CODE.

Ref. No.	Element Name	No. Char.	Type Data
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2-1	Force Requirement Number (FRN)	5	AN
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**Figure 7.3. Force Unit Identification Category.**

**Comments.** Provides the unique alpha-numeric identification of a force required for a given plan or document. Detailed instructions are provided in table 7.3. FRN should correspond to related force requirement and routing data.

**Edit.** Required data. Must be two, three, four, or five characters. The second character must be numeric.

2-2	Fragmentation Code	1	AN
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**Comments.** Designates a subordinate unit, fragmentation, or increment of the requested force. Fragmentation of force unit identification data into a number of iterations is required where, for example, the units assemble from different sources or locations or are transported via different modes or sources of transportation. No entry is made when the designated unit satisfies the total force requirement.

**Edit.** Required data. Must be numeric or alphabetic when used, or left blank.

2-3	Insert Code	1	AN
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**Comments.** Designates subordinate units, fragmentation or increments. Used to retain original fragmentation of forces when a planned movement requirement requires additional subdivision. No entry is made for an original requirement or when no subsequent subdivision is required.

**Edit.** Required data. Must be numeric or alphabetic when used, or left blank.

2-4	Unit Identification Code (UIC)	6	AN
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**Comments.** Identifies the actual unit designated to fill a force requirement. When specific units are not available and notional units are designated, no entry is made. When actual units are designated, the first character identifies the parent service according to the codes in table 7.15. Only valid UICs registered according to JCS Pub 6, Volume II, Part 2, Chapter 1 (UNITREP), may be used.

**Edit.** Required data if actual unit is designated, otherwise must be left blank. When used, the first portion must be one of the codes from table 7.11. of the last five characters must be alphanumeric characters. The letters I and Q are not used.

2-5	Unit Type Code (UTC)	5	AN
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**Comments.** Identifies the type unit the providing organization intends to furnish. UTC are discussed in table 7.6.

**Edit.** Required data. Must be one of the UTCs contained in the TUCHA or one with the last four characters equal to 99BB and the first character not equal to I or Q. The Service associated with a UTC must correspond to the related Service code.

2-6	Unit Level Code (ULC)	3	A
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**Comments.** Describes the level of the designated unit. Codes are in table 7.7. The ULC is not required for standard force requirements.

**Edit.** Required data if UTC of designated unit is nonstandard. Must be one of the codes in table 7.7. when used.

**Figure 7.3. Continued.**

2-7	Unit Name	30	AN
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**Comments.** Provides supplemental information to assist in describing the unit designated to fill the force requirement. Free-form text is used. If a notional unit, the force description is entered. For an actual unit, the unit name is entered.

**Edit.** Required data if UIC is reported. Optional data when notional unit is designated.

2-8	Projected Days Late at POD	2	N
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**Comments.** Indicates the number of days the unit is expected to be late at the POD. Values are 01-99.

**Edit.** Optional data. Must be numeric when used.

2-9	Date Unit Ready to Load	4	AN
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**Comments.** Indicates the date the unit will be ready to move from the origin. Not used for in-place units or units on call to the POD. Table 7.14. explains date values.

**Edit.** Required data unless unit is in place or on call to POD. When used, value must be according to table 7.14. and must be less than or equal to the value for LAD.

2-10	Project Code	3	AN
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**Comments.** Provides identifying project code information for special projects and special movements.

**Edit.** Optional data. No edit check.

2-11	Origin Geolocation Code	4	AN
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**Comments.** Identifies the point or station where the actual unit is located, or for notional units, the most likely station where the unit will become available. Table 7.12. explains geolocation codes. Not used for in-place units.

**Edit.** Required data unless in-place unit. Must be valid GEOFILE code when used.

2-12	POE Geolocation Code	4	AN
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**Comments.** Identifies the POE recommended-mended by the data originator. POE for tactical ships not involved in transport will be the homeport. Not used for in-place units.

**Edit.** Required data unless in-place unit. Must be valid GEOFILE code when used.

2-13 Preferred Mode of Transport to POE 1 A

**Comments.** Indicates the transportation mode for movement of the designated force to the POE. Codes are in table 7.9. Not used for in-place units.

**Edit.** Required data unless in-place unit. Must be one of the mode codes from table 7.9. when used.

**Figure 7.3. Continued.**

2-14 Preferred Source of Transport to POE 1 A

**Comments.** Indicates the transportation source for movement of the designated force to the POE. Codes are in table 7.9. Not used for in-place units.

**Edit.** Required data unless in-place unit. Must be one of the source codes from table 7.9. when used.

**Figure 7.3. Continued.**

**7.11.4. Force Movement Characteristics Category.** Force movement characteristics data (see figure 7.4) are required to be included within TPFDD data elements for nonstandard force requirements (those whose movements characteristics are not contained in the TUCHA file or those whose movement characteristics differ from those contained in the TUCHA file). For a standard force requirement (a force requirement with a standard UTC), movement characteristics data are automatically available from the TUCHA file. Force movement characteristics data may contain information concerning personnel and cargo. The ULN for movement characteristics relates to the ULN for corresponding force unit identification data. See Figure 7.4 for additional information.

7.11.4.1. When the FRN data element of a ULN indicates the personnel portion of a split shipment (P), only personnel movement characteristics are specified for the given ULN. Conversely, for the cargo portion of a split shipment (C), there would be no personnel movement characteristics. Within the TUCHA file, it is possible for a standard UTC to contain personnel only or equipment only.

7.11.4.2. Cargo category data (table 7.18.) are to be submitted when there are cargo movements characteristics. Each unique CARGO CATEGORY CODE is to be reported.

7.11.4.3. Cargo items are to be reported to obtain specific dimensions and quantities of items related to a CARGO CATEGORY CODE. Cargo items reporting is specifically required when the first position cargo category code (see table 7.18.) is A, B, C, D, K, or L; when any dimension is over 35 feet, and for all items other than bulk cargo.

Ref. No.	Element Name	No. Char	Type Data
3-1	Force Requirement Number (FRN)	5	AN
	<p><b>Comments.</b> Provides a unique alpha-numeric identification of a force required for a given plan or document. Detailed instructions are provided in table 7.3. FRN should correspond to related force unit identification data.</p> <p><b>Edit.</b> Required data. Must be two, three, four, or five characters. The second character must be numeric.</p>		
3-2	Fragmentation Code	1	AN

**Comments.** Designates a subordinate unit, fragmentation, or increment of the requested force. The value used should correspond to related force unit identification data. If no such data have been submitted, the value is left blank.

**Edit.** Required data. Must be numeric, alphabetic, or left blank.

3-3	Insert Code	1	AN
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**Comments.** Designates subordinate units, fragmentation or increments. The value used should correspond to related force unit identification data; if no such data have been submitted, the value is left blank.

**Edit.** Required data. Must be numeric, alphabetic, or left blank.

3-4	Unit Strength	5	N
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**Figure 7.4. Force Movement Characteristics Category.**

**Comments.** Indicates the actual unit strength of the unit that is being described. Not used if the cargo portion of a split shipment is being described.

**Edit.** Required data for a nonstandard force requirement with an FIC of 1, 8, or 9; however, must be left blank for the cargo portion of a split shipment. Must be five numeric characters when used.

3-5	Personnel Requiring TOA Transport	5	N
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**Comments.** Indicates the number of personnel who normally will require nonorganic transportation. For the cargo portion of a split shipment, this data element indicates the number of personnel who must accompany the cargo.

**Edit.** Required data for a nonstandard force requirement with an FIC of 1, 8, or 9, and when personnel are to accompany cargo of a split shipment. Must be five numeric characters when used and less than or equal to the unit strength.

3-6	Reported Number of Cargo Categories	2	N
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**Comments.** Indicates the number of cargo categories, up to a maximum of 99, associated with this iteration of force movement characteristics data. There will be a number of iterations of cargo category data elements 3-7 through 3-13 to equal the number of cargo categories reported in this data element. Cargo categories are not reported with the personnel portion of a split shipment. An entry is required for a nonstandard force requirement with an FIC of 1 or a standard force requirement with an FIC of 0.

**Edit.** Required data for a nonstandard force requirement with an FIC of 2 or 8; however, must be left blank for the personnel portion of a split shipment. Must be two numeric characters when used.

3-7	Cargo Category Code	3	AN
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**Comments.** Indicates the code for the kind of cargo for which quantitative data are provided in data elements 3-8 through 3-13. Codes are in table 7.18. This data element and its related data elements are reiterated for each unique cargo category code for the designated ULN. The number of iterations is to match the number submitted under NUMBER OF CARGO CATEGORIES element.

**Edit.** Required data when force movement characteristics data are submitted with cargo information. Must be valid codes from table 7.18.

3-8	Cargo Category Square Feet	6	N
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**Comments.** Indicates the number of square feet of deck space required if any cargo within the category has a dimension greater than 35 feet or the first position of the CARGO CATEGORY CODE is A, B, C, D, K, or L.

**Edit.** Required data if any cargo within the category has a dimension greater than 35 feet or the first position of the CARGO CATEGORY CODE is A, B, C, D, K, or L. Must be numeric when used.

3-9	Cargo Category STONS	6	N
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**Comments.** Indicates the total number of short tons to the nearest tenth (123456 is equal to 12,345.6 short tons). If containerized, the container weight is not included. Not used when reporting bulk POL.

**Figure 7.4. Continued.**

**Edit.** Required data unless cargo is bulk POL. Must be numeric when used.

3-10	Cargo Category MTONS	6	N
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**Comments.** Indicates the total number of whole measurement tons of the cargo being described (40 cubic feet equals 1 MTON). If containerized, container size is not included. Not used when reporting bulk POL.

**Edit.** Required data unless cargo is bulk POL. Must be numeric when used.

3-11	Cargo Category POL CBBLS	6	N
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**Comments.** Indicates bulk POL in hundreds of barrels (15,000 barrels are entered as 000150). Only used when reporting bulk POL.

**Edit.** Required data when cargo is bulk POL. Must be numeric when used.

3-12	Heavy Lift/Dimension Code	1	A
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**Comments.** Identifies the heaviest item and the dimension of the largest item in the cargo category being described. Bulk POL and granular cargo are not considered. If containerized, container weight is not included. Codes are in table 7.19.

**Edit.** Required data unless bulk POL or granular cargo. Must be code from table 7.19 when used.

3-13	Number of Cargo Category Detail Items	3	N
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**Comments.** Indicates the number of cargo items, up to a maximum of 999, associated with a given iteration of CARGO CATEGORY CODE data. There will be a number of iterations of cargo item data elements 3-14 through 3-22 to equal the number of cargo items reported in this data element.

**Edit.** Required data if any item has a dimension greater than 35 feet; or the first position of the CARGO CATEGORY CODE is A, B, C, D, K, or L. Must be numeric when used.

3-14	Cargo Item Identification Number	3	N
<p><b>Comments.</b> Provide a sequential number, beginning with 001, to discreetly identify each iteration of cargo item data related to a specific iteration of <u>CARGO CATEGORY CODE</u> data.</p> <p><b>Edit.</b> Required data. Must be numeric.</p>			
3-15	Cargo Item Description/EIC	14	AN
<p><b>Comments.</b> Indicates the cargo description from the UNITREP reporting instructions or the TUDET file, or by free form text. UNITREP data are available from major equipment codes listed in JCS Pub 6, Volume II, Part 2, Chapter 1, Appendix B, tables 1, 2, and 3.</p> <p><b>Edit.</b> Required data.</p>			
3-16	Cargo Item Length	4	N
<p><b>Comments.</b> Lists the length, in inches, of a single item of the cargo being described.</p>			

Figure 7.4. Continued.

<p><b>Edit.</b> Required data. Must be numeric.</p>			
3-17	Cargo Item Width	3	N
<p><b>Comments.</b> Lists the width, in inches, of a single item of the cargo being described.</p> <p><b>Edit.</b> Required data. Must be numeric.</p>			
3-18	Cargo Item Height	3	N
<p><b>Comments.</b> Lists the height, in inches, of a single item of the cargo being described.</p> <p><b>Edit.</b> Required data. Must be numeric.</p>			
3-19	Cargo Item Square Feet	4	N
<p><b>Comments.</b> Lists the square feet of floor or deck space required for a single item of cargo being described. If special storage or transportation requirements demand a larger space than the dimensions indicate, the larger space is used to calculate the square feet.</p> <p><b>Edit.</b> Required data. Must be numeric.</p>			
3-20	Cargo Item STONS	6	N
<p><b>Comments.</b> Lists the weight, in short tons, to the nearest tenth of a ton for the heaviest single item of cargo being described (123456 is equal to 12,345.6 short tons). If containerized, the container weight is not included.</p> <p><b>Edit.</b> Required data. Must be numeric.</p>			
3-21	Cargo Item MTONS	6	N
<p><b>Comments.</b> Lists the total measurement to the nearest tenth of a ton for the item of cargo being described (123456 is equal to 12,345.6 measurement tons). If special storage or transportation requirements</p>			

demand a larger space than the dimensions indicate, the larger dimension is used to calculate the measurement tons. If containerized, container weight and size is not used in the calculation.

**Edit.** Required data. Must be numeric.

3-22	Cargo Item Pieces Count	3	N
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**Comments.** Provide the number of pieces of the item of cargo being described.

**Edit.** Required data. Must be numeric.

**Figure 7.4. Continued.**

7.11.5. **Service Force Definition Supplement Category.** Each service may provide supplemental definitive information concerning an FRN identified by force requirement and routing data (see figure 7.5). Deviations from standard unit type package requirements or definitions of requirements of a nonstandard unit type package must be provided. Defined nonstandard unit type packages must be unique to a single operation plan. Reported data are subject to edit within service channels. The first three data elements apply to all Services. See Figure 7.5 for additional information.

Ref. No.	Element Name	No. Char.	Type Data
4-1	Force Requirement Number (FRN)	7	AN
	<p><b>Comments.</b> Provides the unique alpha-numeric identification of a force required for a specified plan or document. Detailed instructions are provided in table 7.3. <u>FRN</u>, <u>FRAG</u>, and <u>INSERT</u> coding should correspond to related force requirement and routing data.</p> <p><b>Edit.</b> Required data. Must be two, three, four, or five characters. The second character must be numeric.</p>		
4-2	Service Code	1	A
	<p><b>Comments.</b> Provides a code to identify the service that is submitting supplemental force definition data. The codes are:</p> <p>U = Air Force (Manpower and personnel)  Y = Air Force Logistics  V = Navy or Coast Guard  W = Army  X = Marine Corps</p> <p><b>Edit.</b> Required data. Must be <u>U</u>, <u>V</u>, <u>W</u>, <u>X</u>, or <u>Y</u></p>		
4-3	Comment Line Number	3	N
	<p><b>Comments.</b> Provides a number which identifies a specific comment within a sequence of 001-999 for the given FRN.</p> <p><b>Edit.</b> Required data. No edit check required. (The following data element is applicable only to the Army, Navy, Marine Corps, and Coast Guard.)</p>		
4-4	Comment	48	AN
	<p><b>Comments.</b> Provides supplemental information that, when combined with the type unit specified for the given FRN, fully defines the force requirement.</p> <p><b>Edit.</b> Optional data. No edit check required. (These data elements are applicable only to the Air Force (Manpower and personnel).)</p>		
4-5	USAF Unit Type Code	5	AN
	<p><b>Comments.</b> Describes the type of unit for which the force requirement is stated.</p> <p><b>Edit.</b> Optional data. Edit is subject to service criteria.</p>		
4-6	USAF Functional Account Code (FAC)	4	N
	<p><b>Comments.</b> Lists the Air Force FAC applicable to the manpower requirements being described.</p> <p><b>Edit.</b> Optional data. Edit is subject to service criteria.</p>		
4-7	Air Force Specialty Code (AFSC)	7	N
	<p><b>Comments.</b> Lists the AFSC of the requirement. One position is used for AFSC prefix, five positions are used for the AFSC number, and one position is used for the AFSC suffix. Prefix and suffix are used only if required. For officer AFSC numbers, the data is right-justified with a leading zero.</p>		

**Figure 7.5. Service Force Definition Supplement Category.**

<b>Edit.</b> Optional data. Edit is subject to service criteria.			
4-8	USAF Officer Grade	2	N
<b>Comments.</b> Lists two-digit grade code from AFM 30-4, ADE GR 050.			
<b>Edit.</b> Optional data. Edit is subject to service criteria.			
4-9	USAF Quantity Required	3	N
<b>Comments.</b> Specifies total package requirement for preceding data elements FAC, AFSC, and US Air Force officer grade (if applicable).			
<b>Edit.</b> Optional data. Edit is subject to service criteria.			
4-10	USAF Standard Package Change	4	AN
<b>Comments.</b> Specifies the increase (+) or decrease (-) from 001-999 of manpower positions added to or deleted from the specified standard unit type package. This data element is not used when establishing a nonstandard package.			
<b>Edit.</b> Optional data. Edit is subject to service criteria.			
4-11	USAF Comment	10	AN
<b>Comments.</b> Left blank.			
<b>Edit.</b> Optional data. No edit check.			

**Figure 7.5. Continued.**

**7.11.6. Nonunit-Related Cargo Characteristics and Routing Category.** Nonunit-related cargo data (see figure 7.6) are generally provided to identify sustaining supplies to support forces deployed within the operation plan. Sustaining supplies and resupply include subsistence, individual clothing and equipment, POL, construction material, ammunition, medical material, major end items, repair parts, and material to support military programs. See figure 7.6 for additional information

7.11.6.1. Requirements for POL are stated in 10-day increments; all other cargo requirements are stated in 5-day increments.

7.11.6.2. Nonunit-related cargo data are identified by CINs. A CIN is comprised of the data elements CARGO PROVIDING ORGANIZATION, TYPE OF CARGO MOVEMENT, and CARGO SEQUENCE NUMBER.

Ref. No.	Element Name	No. Char.	Type Data
5-1	Cargo Providing/Using Organization	1	A
<b>Comments.</b> Provides a code to identify the service or agency that is responsible for providing the required cargo. Codes are in table 7.16.			
<b>Edit.</b> Required data. Must be one of the codes in table 7.16.			
5-2	Type of Cargo Movement	1	A
<b>Comments.</b> Categorizes the functional use of the cargo requirement. Codes are in table 7.17 paragraph a.			
<b>Edit.</b> Required data. Must be code from table 7.17 paragraph a.			
5-3	Cargo Sequence Number	5	N



**Figure 7.6. Nonunit-Related Cargo Characteristics and Routing Category.**

<p><b>Comments.</b> Provides a consecutive sequential number that cannot be repeated for the same providing organization and type movement.</p> <p><b>Edit.</b> Required data. Must be numeric.</p>			
5-4	Origin Geolocation Code	4	AN
<p><b>Comments.</b> Indicates the geolocation code for the expected originating point for the cargo. Table 7.12. explains geolocation codes.</p> <p><b>Edit.</b> Required data. Must be a valid GEOFILE code.</p>			
5-5	POE Geolocation Code	4	AN
<p><b>Comments.</b> Indicates the geolocation code for the planned POE. Table 7.12. explains geolocation codes.</p> <p><b>Edit.</b> Required data. Must be a valid GEOFILE code.</p>			
5-6	Mode of Transport to POE	1	A
<p><b>Comments.</b> Indicates the planned mode of transport for moving the cargo from origin to POE. Codes are in table 7.9.</p> <p><b>Edit.</b> Required data. Must be a mode code from table 7.9.</p>			
5-7	Source of Transport to POE	1	A
<p><b>Comments.</b> Indicates the planned source of transport for moving cargo from origin to POE. Codes are in table 7.9.</p> <p><b>Edit.</b> Required data. Must be a source code from table 7.9.</p>			
5-8	Alternate POE Geolocation Code	4	AN
<p><b>Comments.</b> Indicates the geolocation code for an alternate POE. Table 7.12. explains geolocation codes.</p> <p><b>Edit.</b> Optional data. If used, must be valid GEOFILE code.</p>			
5-9	POD Geolocation Code	4	AN
<p><b>Comments.</b> Identifies the geolocation code for the planned POD. Table 7.12. explains geolocation codes.</p> <p><b>Edit.</b> Required data. Must be valid GEOFILE code.</p>			
5-10	Mode of Transport to POD	1	A
<p><b>Comments.</b> Indicates the planned mode of transport for moving cargo from POE to POD. Codes are in table 7.9.</p> <p><b>Edit.</b> Required data. Must be mode code from table 7.9.</p>			
5-11	Source of Transport to POD	1	A
<p><b>Comments.</b> Indicates the planned source of transport for moving of cargo from POE to POD. Codes are in table 7.9.</p> <p><b>Edit.</b> Required data. Must be source code from table 7.9.</p>			
5-12	Earliest Arrival Date at POD	4	AN

**Comments.** Indicates the earliest date cargo can be accepted at the POD. See table 7.14. for an explanation of date values.

**Figure 7.6. Continued.**

**Edit.** Required data. Must be according to table 7.14.

5-13	Latest Arrival Date at POD	4	AN
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**Comments.** Indicates the latest date the cargo must arrive at the POD and complete unloading. See table 7.14. for an explanation of date values. In those instances where the ship carrying the cargo must remain at the POD for a specified period of time due to unique off-loading or operational requirements, REMARK data may be submitted to indicate the number of days involved as measured from the arrival date.

**Edit.** Required data. Must be according to table 7.14.

5-14	Cargo Category Code	3	AN
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**Comments.** Identifies the kind of cargo for which quantitative data are provided for the specified cargo increment number. Codes are in table 7.18.

**Edit.** Required data. Must be three codes from table 7.18.

5-15	Heavy Lift/Dimension Code	1	A
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**Comments.** A code which equates to the heaviest item and the greatest dimension of the largest item in the cargo category being described. Bulk POL and granular cargo are not considered. If containerized, the container weight is not included. Codes are in table 7.19.

**Edit.** Required data unless bulk POL or granular cargo. Must be code from table 7.19. when used.

5-16	Supply Class/Subclass Code	2	AN
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**Comments.** Indicates the supply class and, when appropriate, the supply subclass, for the cargo being described. When the supply class in position one is 4, 6, 8, or 0 (zero), the supply subclass in position two is not used. Codes are in table 7.20.

**Edit.** Required data. Supply class must be a supply class code in table 7.20. Supply subclass must be blank if supply class value is 4, 6, 8, or 0 (zero); otherwise, the supply subclass must be a subclass code from table 7.20.

5-17	Cargo Square Feet	6	N
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**Comments.** Indicates the number of square feet of deck space required for transporting the cargo when the first position of the CARGO CATEGORY CODE is A, B, C, D, K, or L; otherwise, it is not used.

**Edit.** Required data when first position of CARGO CATEGORY CODE is A, B, C, D, K, or L; otherwise it is left blank. Must be numeric when used.

5-18	Cargo Weight STONS	6	N
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**Comments.** Indicates the total number of short tons to the nearest tenth for the cargo being described (123456 is equal to 12,345.6 short tons). If containerized, the container weight is not included. Not used when reporting bulk POL.

**Edit.** Required data unless cargo is bulk POL. Must be numeric when used.

5-19	Cargo Cube MTONS	6	N
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**Figure 7.6. Continued.**

**Comments.** Indicates the total number of whole measurement tons of the cargo being described. If containerized, container size is not included. Not used when reporting bulk POL.

**Edit.** Required data unless cargo is bulk POL. Must be numeric when used.

5-20	Cargo Bulk POL	6	N
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**Comments.** Indicates bulk POL in hundreds of barrels (15,000 barrels are reported as 000150). Used only when reporting bulk POL.

**Edit.** Required data when cargo is bulk POL. Must be numeric when used.

5-21	Project Code	3	AN
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**Comments.** Provides identifying project code information for special projects and special movements.

**Edit.** Optional data. No edit check.

5-22	Destination Geolocation Code	4	AN
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**Comments.** Identifies the geolocation code for the planned destination. Table 7.12. explains geolocation codes.

**Edit.** Optional data. If used, must be a valid GEOFILE Code.

5-23	Destination Required Delivery Date	4	AN
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**Comments.** Specifies the latest date the cargo must arrive at the destination and complete unloading. Table 7.14. explains the date values.

**Edit.** Optional data. If used, must be according to table 7.14. and the value must be equal to or greater than the LAD at POD.

5-24	Mode of Transport to Destination	1	A
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**Comments.** Indicates the planned mode of transport for moving the cargo from POD to destination. Codes are in table 7.9.

**Edit.** Optional data. If used, must be a mode code from table 7.9.

5-25	Source of Transport to Destination	1	A
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**Comments.** Indicates the planned source of transport for moving cargo from POD to destination. Codes are in table 7.9.

**Edit.** Optional data. If used, must be a source code from table 7.9.

**Figure 7.6. Continued.**

**7.11.7. Nonunit-Related Personnel Characteristics and Routing Category.** Nonunit-related personnel data (figure 7.7) identify required personnel who are not associated with a specific force requirement. Personnel to be considered include fillers, retrograde personnel, replacements, medical evacuees, and others such as casualties and civilians. Nonunit-related

personnel data are identified by a personnel increment number (PIN). A PIN is comprised of the data elements PERSONNEL PROVIDING ORGANIZATION, TYPE OF PERSONNEL MOVEMENT, and PERSONNEL SEQUENCE NUMBER. See Figure 7.7 for additional information

Ref. No	Element Name	No. Char.	Type Data
6-1	Personnel Providing Organization	1	AN
	<b>Comments.</b> Provides a code to identify the service or agency which is responsible for providing the required personnel. Codes are in table 7.21. <b>Edit.</b> Required data. Must be one of the codes in table 7.21.		
6-2	Type of Personnel Movement	1	A
	<b>Comments.</b> Identifies functional use of the personnel requirement. Codes are in table 7.17 paragraph b. <b>Edit.</b> Required data. Must be code from table 7.17 paragraph b.		
6-3	Personnel Sequence Number	5	N
	<b>Comments.</b> Specifies a consecutive sequential number which cannot be repeated for the same providing organization and type of movement. <b>Edit.</b> Required data. Must be numeric.		
6-4	Origin Geolocation Code	4	AN
	<b>Comments.</b> Indicates the geolocation code for the expected originating point for the personnel. Table 7.12. explains geolocation codes. <b>Edit.</b> Required data. Must be valid GEOFILE code.		
6-5	POE Geolocation Code	4	AN
	<b>Comments.</b> Indicates the geolocation code for the planned POE. Table 7.12 explains geolocation codes. <b>Edit.</b> Required data. Must be valid GEOFILE code.		
6-6	Mode of Transport to POE	1	A
	<b>Comments.</b> Indicates the planned mode of transport for moving personnel from origin to POE. Codes are in table 7.9. <b>Edit.</b> Required data. Must be mode code from table 7.9.		
6-7	Source of Transport to POE.	1	A
	<b>Comments.</b> Indicates the planned course of transport for moving personnel from origin to POE. Codes are in table 7.9. <b>Edit.</b> Required data. Must be a source code from table 7.9.		
6-8	Alternate POE Geolocation Code	4	AN
	<b>Comments.</b> Indicates the geolocation code for an alternate POE. Table 7.12 explains geolocation codes. <b>Edit.</b> Optional data. If used, must be a valid GEOFILE code.		
6-9	POD Geolocation Code	4	AN
	<b>Comments.</b> Identifies the geolocation code for the planned POD. Table 7.12 explains geolocation codes. <b>Edit.</b> Required data. Must be a valid GEOFILE code.		

**Figure 7.7. Nonunit-Related Personnel Characteristics and Routing Category.**

6-10	Mode of Transport to POD	1	A
	<p><b>Comments.</b> Indicates the planned mode of transport for moving personnel to the POD. Codes are in table 7.9.</p> <p><b>Edit.</b> Required data. Must be mode code from table 7.9.</p>		
6-11	Source of Transport to POD	1	A
	<p><b>Comments.</b> Indicates the planned source of transport for moving personnel to the PD. Codes are in table 7.9.</p> <p><b>Edit.</b> Required data. Must be source code from table 7.9.</p>		
6-12	Earliest Arrival Date at POD.	4	AN
	<p><b>Comments.</b> Indicates the earliest date personnel can be accepted at the POD. Table 7.14 explains date values.</p> <p><b>Edit.</b> Required data. Must be according to table 7.14.</p>		
6-13	Latest Arrival Date at POD	4	AN
	<p><b>Comments.</b> Indicates the latest date the personnel must arrive at the POD and complete unloading. Table 7.14. explains date values.</p> <p><b>Edit.</b> Required data. Must be according to table 7.14.</p>		
6-14	Personnel Requiring TOA Transport	5	N
	<p><b>Comments.</b> Indicates the total number of personnel included in the increment covered by the specified personnel sequence number.</p> <p><b>Edit.</b> Required data. Must be numeric.</p>		
6-15	Destination Geolocation Code	4	AN
	<p><b>Comments.</b> Identifies the geolocation code for the planned destination. Table 7.12 explains geolocation codes.</p> <p><b>Edit.</b> Optional data. If used, must be a valid GEOFILE code.</p>		
6-16	Destination Required Delivery Date	4	AN
	<p><b>Comments.</b> Specifies the latest date the personnel must arrive at the destination and complete unloading. Table 7.14. explains date values.</p> <p><b>Edit.</b> Optional data. If used, must be according to table 7.14. The value must be equal to or greater than LAD at POD.</p>		
6-17	Mode of Transport to Destination	1	A
	<p><b>Comments.</b> Indicates the planned mode of transport for moving personnel from POD to destination. Codes are in table 7.9.</p> <p><b>Edit.</b> Optional data. If used, must be a mode code from table 7.9.</p>		
6-18	Source of Transport to Destination	1	A
	<p><b>Comments.</b> Indicates the planned course of transport for moving personnel from POD to destination. Codes are in table 7.9.</p> <p><b>Edit.</b> Optional data. If used, must be a source code from table 7.9.</p>		

**Figure 7.7. Continued.**

**7.11.8. Movement Tables Category.** Movement tables data (see figure 7.8) provide information about intermediate location, POE, POD, and destination. Movement tables data are also used to indicate requirements that exceed lift resources or port capabilities. The movement requirement cannot be met when data are not reported for DEPARTURE DATE, ARRIVAL DATE, PERSONNEL TRANSPORTATION MEANS, and CARGO TRANSPORTATION MEANS. See Figure 7.8 for additional information

7.11.8.1. Movement tables data are prepared by the applicable commanders of unified and specified commands, service, or TOA for each unit line number and nonunit-related cargo increment number personnel increment number for required transportation legs.

7.11.8.1.1. The commanders of unified and specified commands are responsible for preparing and submitting movement tables data for requirements that will be moved via organic or other means of transportation under their control.

7.11.8.1.2. The Services are responsible for preparing movement tables data for movements that will be accomplished by service-controlled lift such as logistics airlift (LOGAIR).

7.11.8.1.3. The TCCs are responsible for preparing movement tables data for requirements that require transportation by JCS-controlled lift or commercial transportation of use of CONUS common-user sea POEs.

7.11.8.1.4. Interagency coordination must be accomplished in the preparation of movement tables data.

7.11.8.1.5. AMC and MSC must prepare separate movement tables to define the transportation legs involved in completing the movement of a requirement.

7.11.8.2. The type of movement table to be used for the movement of a requirement is based on the transportation legs involved in completing the movement. Movement tables to be used are determined as shown:

<u>Code</u>	<u>Transportation Leg</u>
L	Movement to POE
M	Movement to Intermediate Location
N	Movement to POD
P	Movement to Destination

It is the end point of each leg of movement that determines the movement table code to be reported. The beginning location of a movement leg is not germane to the movement table code; it is simply the DEPARTURE LOCATION. All possible transportation legs (L, M, N, and P) are not necessarily needed for every movement.

7.11.8.2.1. Movement table code P is always used when the movement is direct from the departure location to the destination. If the movement consists of more than one leg, iterations of movement tables data are prepared for each leg used. For example, if a movement is located at an origin that is also its POE, and it is scheduled to move to a POD and then to a destination, two transportation legs are required. The first leg of movement tables data would be code N moving to the POD. The second iteration of movement tables data would be code P moving to the destination.

7.11.8.2.2. The DEPARTURE GEOLOCATION CODE is whatever location happens to be the beginning point of a transportation leg; any relationship to origin, POE, intermediate location, or POD is insignificant.

7.11.8.2.3. The ARRIVAL GEOLOCATION CODE affects the selection of the L, M, N, or P transportation leg code. The end point of the last leg is a code of P since the last leg is always considered to be the destination (this is true even though the last leg may also be a POD). When the ARRIVAL GEOLOCATION CODE is not the final transportation leg, the appropriate L, M, or N code is used according to its relationship to the specified movement requirement location code.

<b>Ref. No.</b>	<b>Element Name</b>	<b>No. Char.</b>	<b>Type Data</b>
7-1	Movement Identification	7	AN

**Figure 7.8. Movement Tables Category.**

**Comments.** Identifies the ULN, CIN, or PIN that relate to this movement table.

**Edit.** Required data. Cannot be blank.

7-2	Transportation Leg	1	A
	<p><b>Comments.</b> Indicates the transportation leg for the given <u>MOVEMENT IDENTIFICATION</u>. Codes used are <u>L</u> for movement to POE, <u>M</u> for movement to intermediate location, <u>N</u> for movement to POD, and <u>P</u> for movement to destination.</p> <p><b>Edit.</b> Required data. Must be <u>L</u>, <u>M</u>, <u>N</u>, or <u>P</u>.</p>		
7-3	Transportation Source	1	A
	<p><b>Comments.</b> Identifies the selected source of the transportation to be used for the specified <u>TRANSPORTATION LEG</u>. Codes are in table 7.9.</p> <p><b>Edit.</b> Required data. Must be one of the source codes from table 7.9.</p>		
7-4	Sequential Set Number	2	N
	<p><b>Comments.</b> Identifies sequentially the number assigned to identify uniquely each iteration of movement table data related to the specified <u>MOVEMENT IDENTIFICATION</u>, <u>TRANSPORTATION LEG</u>, and <u>TRANSPORTATION SOURCE</u>. Values are 01-99.</p> <p><b>Edit.</b> Required data. Must be numeric.</p>		
7-5	Total Number in Set	2	N
	<p><b>Comments.</b> Indicates the total number of iterations of movement table data related to the specified <u>MOVEMENT IDENTIFICATION</u>, <u>TRANSPORTATION LEG</u>, and <u>TRANSPORTATION SOURCE</u>. Values are 01-99.</p> <p><b>Edit.</b> Required data. Must be numeric.</p>		
7-6	Departure Geolocation Code	4	AN
	<p><b>Comments.</b> Geolocation code of departure location. Table 7.12. explains geolocation codes.</p> <p><b>Edit.</b> Required data. Must be valid GEOFILE code.</p>		
7-7	Departure Location Type Code	1	A
	<p><b>Comments.</b> Indicates whether departure location is origin, POE, intermediate location, or POD. Codes are in table 7.22.</p> <p><b>Edit.</b> Required data. Must be code from table 7.22.</p>		
7-8	Departure Date	4	AN
	<p><b>Comments.</b> Indicates the date the specified movement is planned to clear the departure location. If an MTMC movement (usually origin to POE) cannot clear the departure location in one day, MTMC prepares only one movement table using the date the last passenger or piece of equipment is scheduled to clear the departure location. MTMC prepares movement tables to interface with the respective AMC and MSC movement tables.</p>		



AMC and MSC prepares separate movement tables for each departure date.

**Figure 7.8. Continued.**

table 7.14. explains date values. This data element is left blank if the movement requirement cannot be met.

**Edit.** Required data if movement requirement can be met. Must be according to table 7.14. when used.

7-9	Personnel Transportation Mode	1	A
	<p><b>Comments.</b> Identifies the mode of transportation to be used to move personnel. Codes are in table 7.9. Personnel movement may be the personnel portion of a nonsplit force requirement, the personnel portion of a split shipment, accompanying personnel with the cargo portion of a split shipment, or a nonunit-related personnel requirement.</p> <p><b>Edit.</b> Required data if personnel are moved. Must be a mode code from table 7.9. when used.</p>		
7-10	Cargo Transportation Mode	1	A
	<p><b>Comments.</b> Identifies the mode of transportation to be used to move cargo. Codes are in table 7.9. Cargo movement may be for a nonsplit force requirement, the cargo portion of a split shipment, or a nonunit-related cargo requirement.</p> <p><b>Edit.</b> Required data if cargo is moved. Must be a mode code from table 7.9. when used.</p>		
7-11	Personnel Transportation Means	1	A
	<p><b>Comments.</b> Identifies the specific means of transportation to be used to move the personnel. Codes are in table 7.24. This data element is left <u>blank</u> if the movement requirement can be met.</p> <p><b>Edit.</b> Required data if personnel are being moved and movement requirement can be met. Must be code from table 7.24. when used.</p>		
7-12	Cargo Transportation Means	1	A
	<p><b>Comments.</b> Identifies the specific means of transportation to be used to move the cargo. Codes are in table 7.24. This data element is left <u>blank</u> if the movement requirement cannot be met.</p> <p><b>Edit.</b> Required data if cargo is being moved and movement requirement can be met. Must be code from table 7.24. when used.</p>		
7-13	Arrival Geolocation Code	4	AN
	<p><b>Comments.</b> Geolocation code of arrival location. Table 7.12. explains geolocation codes.</p> <p><b>Edit.</b> Required data. Must be valid GEOFILE code.</p>		
7-14	Arrival Date	4	AN
	<p><b>Comments.</b> The date the movement is planned to arrive at the specified arrival location. Table 7.14. explains date values. This data element is left <u>blank</u> if the movement requirement cannot be met.</p>		

**Edit.** Required data if movement requirement can be met. Must be according to table 7.14. when used.

7-15 Cargo Special Category Code 1 A

**Figure 7.8. Continued.**

**Comments.** Indicates nonself-deployable aircraft (NSDA), value B; floating craft, value C; containerized cargo, value J; or other cargo if no value is entered. The values B and C are identified with the first position of the cargo category code in table 7.18. The value J is identified as a discharge constraint code in table 7.11.

**Edit.** Required data for NSDA, floating craft, and sea movement of containerized cargo. Must be B, C, or J when used.

7-16 Number of Personnel 5 N

**Comments.** Indicates the total number of personnel included for the SEQUENTIAL SET NUMBER of a given TRANSPORTATION LEG and MOVEMENT IDENTIFICATION. The value 00000 is used when movement is cargo only.

**Edit.** Required data. Must be numeric.

7-17 Cargo Weight STONS 6 N

**Comments.** Indicates the total number of short tons, to the nearest tenth of a ton, of cargo included for the SEQUENTIAL SET NUMBER of a given TRANSPORTATION LEG and MOVEMENT IDENTIFICATION (123456 is equal to 12,345.6 short tons). If containerized, container weight is not included. Not used when reporting personnel only or bulk POL.

**Edit.** Required data unless reporting personnel only or bulk POL. Must be numeric when used.

7-18 Cargo Cube MTONS 6 N

**Comments.** Indicates the total number of measurement tons of cargo included for the SEQUENTIAL SET NUMBER of a given TRANSPORTATION LEG and MOVEMENT IDENTIFICATION. If containerized, container size is not included. Not used when reporting personnel only or bulk POL.

**Edit.** Required data unless reporting personnel only or bulk POL. Must be numeric when used.

7-19 Cargo Bulk POL 6 N

**Comments.** Indicates bulk POL in hundreds of barrels (15,000 barrels are reported as 000150). Used only when reporting bulk POL.

**Edit.** Required data when cargo is bulk POL. Must be numeric when used.

7-20 Preceding Transportation Source or Constraint Indicator 1 AN

**Comments.** Indicates a constraint code from table 7.23. when the described movement requirement cannot be met, or identifies the transportation source for the preceding transportation leg using a code from table 7.9. This data element is not used for the first transportation leg.

**Edit.** Required data unless the movement is the first transportation leg and the movement can be met. Must be a code from table 7.9. or table 7.23. when used.

7-21	Project Code	3	AN
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**Comments.** Indicates project code assigned to the shipment.

**Edit.** Optional data. No edit check.

**Figure 7.8. Continued.**

7.11.9. **Remarks Category.** Remarks data (see figure 7.9) are used to provide additional information or comments. See Figure 7.9 for additional information

Ref. No.	Element Name	No. Char.	Type Data
8-1	Remarks Identification	7	AN
	<b>Comments.</b> Identifies the FRN, ULN, CIN, or PIN that relate to this REMARK data.		
	<b>Edit.</b> Required data. Cannot be left blank.		
8-2	Originator	1	AN
	<b>Comments.</b> Identifies the organization submitting the REMARK data. Codes are in table 7.4.		
	<b>Edit.</b> Required data. Must be one of the codes in table 7.4.		
8-3	Remark Sequence Number	1	N
	<b>Comments.</b> Identifies up to 10 iterations of REMARK data for a given REMARKS IDENTIFICATION using the values 0 through 9.		
	<b>Edit.</b> Required data. Must be numeric.		
8-4	Remark	49	AN
	<b>Comments.</b> Used to provide any desired supplemental information. Table 7.25. provides instructions for this entry.		
	<b>Edit.</b> Optional data. No edit check.		

**Figure 7.9. TPFDD Data Element Descriptions for Remarks Category.**

**7.12. Force Description Service Reserved Code (SRC).** Each force requirement is identified by major command identity, US Air Force component, force designator group mission, and armament designator. See Figure 7.10 for additional information.

Ref. No.	Element Name	No. Char.	Type Data
1-7a	Major Command Identity	2	AN
	<b>Comments.</b> A code to identify the major command that is providing the force (first two characters of SRC). Codes are in table 7.27.		
	<b>Edit.</b> No edit check.		
1-7b	USAF Component	1	A

**Comments.** Provides a code to identify the component that is providing the force (third character of SRC). The codes are:

S = Host Nation Support  
 R = Active  
 V = AF Reserve  
 G = National Guard  
 Z = Unknown

**Edit.** No edit check.

1-7c	Force Designator Group Mission	1	A
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**Figure 7.10. Force Description Service Reserve Code (SRC).**

**Comments.** Provide a code to identify the group mission designator (fourth character of SRC). Codes are in table 7.28.

**Edit.** No edit check.

1-7d	Armament Designator	1	A
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**Comments.** Provides a code to identify aircraft special capability or armament. Codes are in table 7.29. Left blank if not applicable (fifth character of SRC).

**Edit.** No edit check.

**Figure 7.10. Continued.**

**7.13. Tables of Instructions for Submitting and Interpreting JOPESREP Data.** This paragraph is a compilation of material from various JOPES source documents. Users must be aware of the possibility of changes in JOPES which may not be immediately reflected in this manual. This sequential arrangement of tables is designed to aid the planner in locating data and instructions for developing inputs to JOPESREP.

**Table 7.1. Plan Identification Number.**

**1. Assigning Numbers.** Each plan is assigned a permanent four-digit number. The number is used for the life of the plan and may not be changed. Block assignments are:

<u>Plan Identification</u>	
<u>Number Blocks</u>	<u>Assignment</u>
0001-0999	JCS
1000-1999	USCINCCENT
2000-2999	USCINCLANT
3000-3399	CINCNOAD
3400-3999	USCINCSpace
4000-4999	USCINCEUR
5000-5999	USCINCPAC
6000-6999	USCINCSO
7000-7499	CINCFOR
7500-7999	USCINCSOC
8000-8999	CINCSTRAT
9000-9099	USCINCTrans JTO
9100-9349	USCINCTrans
9350-9399	AMC
9400-9449	MTMC
9450-9499	MSC
9500-9599	USCINCTrans
9600-9699	COMJTF ALASKA
9700-9999	COMDT COGARD

**2. Command Identification.** For each phase or annex as required, each originating commander of a unified or specified command may add a one-digit identification number or letter as a suffix to the plan identification number.

**Table 7.2. Document Identification Number.**

This number is assigned to a document which describes a deployment situation not covered by an OPLAN. The number is assigned by the JCS or commander of a unified or specified command. It identifies the year, the sequential number assigned to the document by the JCS or commander, and the annex designation of the document.

<u>Characters</u>	<u>Remarks</u>
1	Enter the last digit of the calendar year (0-9).
2,3	Enter the sequential number of the document (01-99).
4,5	Enter the identification of the annex. Leave character 5 <u>blank</u> if the annex is identified by a single letter.

EXAMPLE: 002AA identifies Annex AA of the second document of 1980.

**Table 7.3. Force Requirement Number.**

1. To permit differentiation between CINC OPLAN TPFDD files and force modules, unique unit line numbers (ULN), cargo increment numbers (CIN), force requirements numbers (FRN), and personnel increment numbers (PIN) are allocated for planning and execution (see chart below). Using identical ULNs, CINs, PINs, and force module (FM) identifiers (ID) in more than one TPFDD is not permitted. FM ID for the respective TPFDD should be identical to the parent ULN for the major combat force. (Force modules are defined and discussed in Chapter 4, paragraph 4.7.) The FRN consists of five alphanumeric characters with special rules for various character positions. The first three characters are identified as the basic FRN.

- First Character.** This character must be alphabetic (except I and Q) or numeric.
- Second Character.** This character must be alpha-numeric.
- Third Character.** This character may be blank, alphabetic (except I and Q), or numeric (except 0 (zero)).
- Fourth Character.** This character may be blank, alphabetic (except I and Q), or numeric (except 0 (zero)).
- Fifth Character.** This character may be blank, alphabetic (except I and Q), or numeric (except 0 (zero)).

Additionally, the fifth FRN character denotes specific information related to split shipment considerations when the value is E, C, or P. The significance of the values are E (do not split), C (cargo portion of a split shipment), and P (personnel portion of a split shipment).

2. The same FRN must not appear on more than one set of force requirement and routing data and its related cargo and movement information for a specified plan.

3. These rules in a through e below have been established for using the five-character FRN to accommodate the five types of force requirement categories and to identify the split shipment mode where applicable:

a. **Grouping.** A grouping is designated by the first two characters of the FRN; the remaining three characters are left blank. In all respects, it functions as a parent. It is completely defined by including three-, four-, or five-character FRNs and is entered only for purposes of hierarchical display.

b. **Independent Force Category:**

- (1) The basic FRN is used to identify an independent force category.
- (2) An independent moving in the split-shipment mode requires two unique FRNs. The cargo portion of the move will be identified by a basic FRN plus the values blank and C. The personnel portion will be identified by the same basic FRN plus the values blank and P.
- (3) An independent that must not be split at any point in the deployment process is identified by a basic FRN, plus the values blank and E.

c. **Primary Parent Force Category:**

- (1) The basic FRN is used to identify a primary parent force category.
- (2) The FRN is not used to indicate that all, some, or none of the subordinates will move in the split-shipment mode, since identifying and scheduling the unit are not accomplished at the parent level.

d. **Secondary Parent Force Category:**

(1) The same basic FRN that is used to identify a primary parent is used with the secondary parent, plus any alphanumeric suffix (except I, O or Q (zero) for the fourth character (see note) and blank for the fifth character).

(2) When a four-character FRN is identified as a secondary parent, further subordination is anticipated by using the FRN fifth position. Units identified to this level of subordination cannot be deployed in the split-shipment mode.

e. **Subordinate Force Category.** A subordinate force category may be identified by either a four- or five-character FRN.

(1) When a subordinate is identified by a four-character FRN, the basic FRN is identical to the basic FRN of the primary parent. The FRN fourth position may be any alphanumeric character, except I, O or Q (zero). (See note.) The fifth position is left blank unless split shipment is considered.

**NOTE:** The values W, X, and Y in the fourth position are reserved for US Air Force Weather Teams (W) and Tactical Air Control Parties (X and Y) and may not be used for other purposes.

(a) A subordinate with a four-character FRN may be deployed in the split-shipment mode. In this case, two unique FRNs are required. The FRN reflecting the cargo portion contains the same first four characters, and the fifth character is C. The same applies for the personnel portion, except that the fifth character is P.

(b) A subordinate identified by a four-character FRN that must not be split at any point in the deployment process may be so identified by the value E in the fifth position of the FRN.

(2) When a subordinate is identified by a five-character FRN, the first four characters are identical to the first four characters of the secondary parent. The fifth character is any alphanumeric character except I, O, C, E, P, or Q (zero). A subordinate at this level cannot be deployed in the split-shipment mode.

4. Regardless of its structure (except for split-shipment identification), the FRN identifies a single force requirement. For example, when deploying units in an OPLAN with a JSCP allocation of six tactical fighter squadrons, each squadron is assigned a basic FRN.

5. When parts of a type unit are to be deployed to different locations with different dates and different routes, or by different modes, these components are identified as subordinates. If more than 33 subordinates are required with a single primary parent, two alternatives are available:

a. The primary parent may be divided into multiple primary parent entries at the basic FRN level with each accommodating 33 subordinates. This alternative is recommended only if some or all of the subordinates must be deployed in the split-shipment mode.

b. The primary parent may be subdivided into a maximum of 33 secondary parents, each capable of clustering 30 subordinates. Using this alternative, units cannot be deployed in the split-shipment mode.

6. JOPES standard computer software has been developed to allow the identification of force modules within a given TPFDD file data base. Each individual ULN, CIN, and PIN is associated with one or more force modules and a capability to aggregate the personnel and cargo movement requirements associated with the respective modules. Each force module is identified by a three-character alphanumeric identifier. File space within both JOPES and JDS software has been allocated to provide each user with the capability to retrieve a standardized set of data concerning each module. The format for these data must be:

a. **Title:**

- (1) Line 1. (Enter the service standardized format for a one-line description of the module.)
- (2) Line 2. (Enter the service FM ID.)
- (3) Lines 3 and 4. (Reserved.)
- (4) Lines 5 through 10. (Enter service-directed or free format information.)

b. **Description:**

- (1) Line 1. Module was built: (Enter DAY/MO/YR); By: (Enter the office symbol: HQ/OFFICE-13 spaces); and the OPR: (Enter NAME/AUTOVON NUMBER).
- (2) Line 2. Module was updated: (Enter DAY/MO/YR) by: (Enter NAME/AUTOVON NUMBER).
- (3) Line 3. Approved by: (Enter CINC, service or agency).
- (4) Line 4. Security Classification: (Enter classification-10 spaces) CLASSIFIED BY: (Enter source).
- (5) Line 5. Declassify On: (Enter DAY/MO/YR or OADR).
- (6) Line 6. (Reserved.)
- (7) Line 7. (Reserved.)
- (8) Line 8. (Reserved.)

- (9) Line 9. Reserve Component Requirements: (Enter total number of reserve forces that must be mobilized to execute this module. Not necessarily just those deployed).
- (10) Lines 10-19. Abbreviated MISCAP: (Provide mission capability statement for the module).
- (11) Line 20. Force movement characteristics: (Give assumptions, such as, "origin and POE assumed to be same").
- (12) Lines 21-26. (Enter free form or service-specified data relating to movement of the module).
- (13) Line 25. Number of C-141 Equivalent Loads: (Enter number, 000.0 to 999.9) and C-5 Required Loads (Enter number, 00.0 to 99.9) or Number of Ships by Type; (Enter type, for example, Breakbulk, Roll-On/Roll-Off (RO/RO)). (Use bulk/oversize cargo for C-141 and outsize cargo for C-5 computations.)
- (14) Line 28. Number of Aerial Tanker Sorties Required for Deployment: (Enter number or N/A).
- (15) Lines 29-33. Constraints and Shortfalls: (Provide any standard or unusual constraints and shortfalls on the use of the module, to include other modules required if this module is tasked).
- (16) Line 34. Estimated Bulk Petroleum, Oils, and Lubricants (POL) Requirement for 30 days: (Enter number-5 spaces, 00000) CBBLS/TYPE POL: (Enter type, for example, JP-4).
- (17) Lines 35 through 40: (Reserved).
- (18) Lines 41 through 99. Include employment, special capability, and module construction information in service- or CINC prescribed format, for example, number of days of operation, theater, and intensity of combat used in construction of the module sortie rates and attrition factors and any special support required to use it, or any Reserve or NGB forces required.

**FRN and FM ID**

<b>Organization</b>	<b>First Position Assignment</b>	<b>CIN/PIN Series Assignment</b>
USEUCOM	A, B, C, D, E, F, G, H	40000-49999
USTRANSCOM	I	07000-09999
USPACOM	J, K, L, M, N	50000-59999
USLANTCOM	P, Q, R, S	20000-29999
USCENTCOM	T, U, V, W	10000-19999
USSOUTHCOM	X, Y, Z	60000-69999
NORAD	1	34000-39999
USSPACECOM	2	30000-33999
FORSCOM	3	70000-75999
USSOCOM	4	76000-79999
Army	5	80000-84999
Navy	6	85000-89999
Marine Corps	7	90000-94999
Air Force	8	95000-99999
Coast Guard	9	00000-02999
Joint	0	03000-06999

**Table 7.4. Force Providing Organization Codes.**

<u>Code</u>	<u>Meaning</u>
1	USCINCCENT
2	USCINCLANT
3	CINCNORAD
4	USCINCEUR
5	USCINCPAC
6	USCINCISO
7	CINCFOR
8	CINCSTRAT
9	USCINCSOC
A	HQ US Army
B	The Navy component of the unified or specified command being supported
C	The Air Force component of the unified or specified command being supported
D	The Unit required deployed by Host Nations Support Agreement



E	Commander, Tactical Air Commander
F	HQ US Air Force
G	USCINCTRANS
H	Host Nation Support Candidate
J	Joint Chiefs of Staff (decision is required make unit available)
K	DoD Agency
L	Detailed support requirements have been submitted to host nation for negotiation, but are not yet documented in an approved final plan
M	HQ US Marine Corps
N	HQ US Navy
P	HQ US Coast Guard
Q	Allied Air Force
R	Allied Marine Corps
S	USCINCSpace
T	Allied Navy
U	Allied Organization
V	Allied Army
W	The Army component of the unified or specified command being supported
X	Shortfall
Y	USARJ
Z	EUSA

**Table 7.5. Service or Using Organization Codes.**

<u>Code</u>	<u>Meaning</u>
1*	USCINCENT
2*	USCINCLANT
3*	CINCNOAD
4*	USCINCEUR
5*	USCINCPAC
6*	USCINCSO
7*	CINCFOR
8*	CINCSTRAT
9*	USCINCSOC
A	US Army
B*	Navy Component Commander
C*	Air Force Component Commander
F	US Air Force
G*	USCINCTRANS
J	Joint
M	US Marine Corps
N	US Navy
P	US Coast Guard
Q**	Allied Air Force
R**	Allied Marine Corps

\* Use only with nonunit personnel.

\*\* Use only with nonunit cargo and personnel.

**Table 7.6. Unit Type Codes.**

1. A UTC is a five-character, alphanumeric code that is associated with and allows each type of unit or organization to be categorized into a kind or class having common distinguishing characteristics. UTCs are maintained in the TUCHA file. TUCHA contains movement characteristics of standard deployable type units of fixed composition that depend on common user transportation. TUCHA also contains valid UTCs for nondeployable units; however, no quantitative movement

characteristics are available. The reporting and structuring of UTCs are guided by JCS Pub 6, Volume II, Part 14, Chapter 3. (See Chapter 6 for more detailed information on UTCs.)

2. A UTC in the TUCHA file may be categorized as standard or nonstandard in relation to associated data elements within the TUCHA file. The terms used to define a UTC are based on TUCHA data; not TPFDD data elements:

a. A standard UTC is a UTC in the TUCHA file that has complete movement characteristics within the TUCHA file. Such a UTC would describe a deployable type unit of fixed composition.

b. A nonstandard UTC is a UTC in the TUCHA file that does not have complete movement characteristics within the TUCHA file. Included in this category are:

(1) A unit type with no fixed composition.

(2) A unit type which has no associated movement requirement. Unit types not contained in TUCHA are identified by the proper JCS functional category code followed by 99bb.

c. A complete UTC is the same as a standard UTC.

d. An incomplete UTC is a UTC in the TUCHA file which does not have complete movement characteristics.

3. When standard UTC data from the TUCHA file are to be used for TPFDD force movement characteristics data, TUCHA data are not redundantly maintained in the TPFDD file. The availability of the TUCHA file is essential to the automated processing of the TPFDD file.

**Table 7.7. Unit Level Codes.**

<u>Code</u>	<u>Data Item</u>
A	NUMBERED ARMY
ACD	ACADEMY
ACT	ACTIVITY
ADM	ADMINISTRATION (Information Management)
AF	NUMBERED AIR FORCE
AFY	AIR FACILITY
AGP	ARMY GROUP
AGY	AGENCY
ANX	ANNEX
AP	AIR PATROL
AR	AREA
ARS	ARSENAL
AST	AIR STATION
AUG	AUGMENTATION
B	BARGE
BAS	BASE
BD	BOARD
BDE	BRIGADE
BKS	BARRACKS
BLT	BN LANDING TEAM
BN	BATTALION
BND	BAND
BR	BRANCH
BSN	BASIN
BT	BOAT
BTY	BATTERY
CAY	CORPS ARTY
CEC	COMMUNICATIONS ELECTRONICS COMPLEX
CEP	COMMUNICATIONS ELECTRONICS PACKAGE
CGC	USCG CUTTER
CGE	COLLEGE
CLN	CLINIC

CMD	COMMAND
CMN	COMMISSION
CMP	CAMP
CO	COMPANY
CPS	CORPS
CRW	CREW
CTP	PORT CAPTAIN
CTR	CENTER
DAY	DIVISION ARTY
DEP	DEPOT
DET	DETACHMENT
DIR	DIRECTOR/DIRECTORATE
DIV	DIVISION
DMF	DETACHMENT FOR MAF
DMB	DETACHMENT FOR MAB
DMM	MAB DETACHMENT RESIDUAL
DMP	II MAB + MAU DETACHMENT RESIDUAL
DMR	MAB + MAU DETACHMENT RESIDUAL
DMT	II MAB DETACHMENT RESIDUAL
DMU	DETACHMENT FOR MAU
DSP	DISPENSARY
DST	DISTRICT
DTL	DETAIL
ELE	ELEMENT
FAC	FACILITY
FAR	FIELD ARMY
FLO	FLOTILLA
FLT	NUMBERED FLEET
FMF	FLEET MARINE FORCE
FOR	FORCE
FT	FLIGHT
FTR	FORCE TROOPS
GAR	GARRISON
GRP	GROUP
HBD	HQ - HQ CO BAND
HHB	HQ - HQ BTR
HHC	HQ - HQ CO
HHD	HQ - HQ DET
HHS	HQ HQ - SVC CO
HHT	HQ - HQ TRP
HM	HOME
HMC	HQ MAINT CO
HQ	HEADQUARTERS
HQC	HQ COMPANY
HQD	HQ DET
HQS	HQ - SVC CO
HSB	HQ-HQ SVC BTY
HSC	HQ-HQ SPT CO
HSP	HOSPITAL
INS	INSTALLATION
ISP	INSPECTOR

IST	INSTITUTE
LAB	LABORATORY
LIB	LIBRARY
MAA	MIL ASST - ADV GP
MAB	MARINE AMPHIBIOUS BD
MAF	MARINE AMPHIBIOUS FOR
MAG	MARINE AIR GRP
MAU	MARINE AMPHIBIOUS UNIT
MAW	MARINE AIR WG
MER	MERCHANT SHIP
MGR	MANAGER
MGZ	MAGAZINE
MIS	MISSION
MSC	MSC SHIP
MSF	MSC ONE-TIME CHARTER
MTF	MAINTENANCE FLOAT
MUS	MUSEUM
NSC	NAVY SUPP CRAFT
NSL	NO SIGNIFICANT LEVEL
OBS	OBSERVATORY
OFC	OFFICE
OFF	OFFICER
OIC	OFF IN CHARGE
OL	OPERATING LOCATION
PKG	PACKAGE
PKT	PACKET
PLN	PLANT
PLT	PLATOON
PO	POST OFFICE
PRT	PORT
PTY	PARTY
PVG	PROVING GROUND
RCT	RGT COMBAT TEAM
REP	REPRESENTATIVE
RES	RESERVES
RGN	REGIONAL
RGT	REGIMENT
RLT	RGT LANDING TM
RNG	RANGE
SCH	SCHOOL
SCM	SUPPORT COMMAND
SCO	SERVICE COMPANY
SCT	SECTOR
SEC	SECTION
SHP	SHOP
SIP	SHIP, FOREIGN/MERCHANT
SQ	SQUADRON
SQD	SQUAD
SS	SHOP STORES

SST	SUBSTATION
STA	STATION
STF	STAFF
STP	SPECIAL TROOPS
STR	STORE
SU	SUBUNIT
SUP	SUPERVISOR
SVC	SERVICE
SYD	SHIPYARD
SYS	SYSTEM
TE	TASK ELE
TF	TASK FORCE
TG	TASK GROUP
TM	TEAM
TML	TERMINAL
TRN	TRAIN
TRP	TROOP
TU	TASK UNIT
U	UNIT
USS	USS SHIP
WG	WING
WKS	WORKS

**Table 7.8. Force Indicator Codes.**

<u>Code</u>	<u>Definition</u>
0	A <u>standard</u> independent, parent, or subordinate force entry. Force movement characteristics are obtained automatically from the TUCHA file.
1	A force entry in which the <u>cargo</u> characteristics are the same as TUCHA file data for a <u>standard</u> UTC, but the unit strength or personnel requiring non-organic transportation is different. Cargo characteristics are obtained automatically from the TUCHA file. Force movement characteristics data must be reported for <u>UNIT STRENGTH</u> and <u>PERSONNEL REQUIRING TOA TRANSPORT</u> . This code is applicable to independent or subordinate force requirements.
2	A force entry in which the number of <u>personnel</u> is the same as TUCHA file data for a <u>standard</u> UTC, but the cargo characteristics are different. Personnel data are obtained automatically from the TUCHA file. Force movement characteristics data must be reported for all cargo related TPFDD data elements. This code is applicable to independent or subordinate force requirements.
7	A <u>nonstandard parent</u> force requirement. No TUCHA data is retrieved.
8	A <u>nonstandard independent or subordinate</u> force requirement. The force entry deviates from the composition associated with its UTC, has no fixed composition, or uses a UTC ending in <u>99bb</u> or other nonstandard UTC. No movement data will be retrieved from the TUCHA file. Force movements characteristics data must be reported for both cargo and personnel.
9	Actual movement requirements. These can only be updated using COMPES.

**Table 7.9. Transportation Mode and Source Codes.**

When Movement is to be accomplished by	The Mode Code Is:	The Source Code Is:
<b>Air Via -</b>		
Required units' organic aircraft	A	H

Airlift aircraft under operational control of support CINC	A	C
Airlift aircraft under operational control of supported CINC	A	D
Air Mobility Command	A	K
Airlift aircraft not assigned to CINC (QUICKTRANS and LOGAIR)	A	M

**Sea Via**

Required units' own sea transport(that is, those vessels identified by their own capable of seatransit without assistance)	S	H
US Navy or US Coast Guard (USCG) commissioned ship, other than MSC, under operational control of supporting CINC	S	C
US Navy or USCG commissioned ship, other than MSC, under operational control of supported CINC	S	D
MSC Ship	S	E

**Land Via**

Required units' organic land transport	L	H
Land transport under operational control of supporting CINC	L	C
Land transport under operational control of supported CINC	L	D
MTMC-arranged transport	L	G
Service-provided land transport which is neither under operational control of a CINC nor arranged by MTMC	L	M

**Optional**

Source is supporting CINC	P	C
Source is supported CINC	P	D
Source is MTMC (CONUS use only) (includes all moves to CONUS sea POEs)	P	G

**Movement not requested**

Origin and POE are same	X	X
Origin and POE (CONUS sea) are same	X	G

**NOTE:** Mode code Z is used if the unit is in place.

**Table 7.10. Load Configuration Codes.**

<u>Code</u>	<u>Meaning</u>
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A	Administrative Loading. A loading system giving primary consideration to achieving maximum utilization of troop and cargo space without regard to tactical considerations. Equipment and supplies must be unloaded and sorted before they can be used.
F	Fleet Issue.
L	Loaded for Air-Landed Assault. Forces and aircraft configured to facilitate delivery of a force by unloading troops and material after landing in the objective area under combat conditions.
M	Loaded for Amphibious Assault. Forces and ships configured and loaded for delivery of a force by sea in an amphibious operation in an objective area under combat conditions.
N	Not applicable.
P	Loaded for Airdrop. Aircraft configured for delivery of force or materiel into an objective area under combat conditions by unloading troops and materiel while in flight.
T	Combat Loading. The arrangement of personnel and the storage of equipment and supplies in a manner designed to conform to the anticipated tactical operation of the organization embarked. Each individual item is stored so that it can be unloaded at the required time.

**Table 7.11. Discharge Constraints Codes.**

<u>Code</u>	<u>Meaning</u>
B	Over-the-beach discharge
C	Opposed landing
J	Containerized cargo (sea movement only)
H	Helo discharge
K	T-AKV fly-off
L	LST discharge
N	No special considerations
P	Self-sustaining vessel and in-the-stream discharge
R	Roll on/Roll off (Ro/Ro)
S	In-the-stream discharge
T	Seatrail/barge carrier
U	Undetermined
V	Self-sustaining vessel

**Table 7.12. Geolocation Codes.**

1. All codes for all locations (that is, origins, POEs, PODs, intermediate locations, or destination) should be selected from the geolocation file managed by the Reference Codes Management Office, Operations Directorate, OJCS.
2. The geolocation file is an automated table of worldwide geographic locations, including water areas. It contains these data: the four-character geolocation code, location name, installation type (such as, international airport), state or country code and abbreviation, and coordinates. The file may be used as an augment table, validity check, or extraction file for any file utilizing geographic locations. (See the geolocation file example below.)
3. There may be more than one geolocation code for the same location name if there are a number of installations at that location. Care must be taken to make sure the correct code is chosen and reported to specify both the desired location and installation. As shown in the geolocation file example below, TYFW might be used when Ramstein (POL Facility) is to be reported as an origin or destination; whereas TYER might be used to indicate Ramstein (airbase) as a POE or POD.
4. If it is necessary to find the exact boundaries for a given ocean area geolocation, JCS Pub 6, Volume II, Part 2, Chapter 1 provides guidance.
5. The geolocation file lists a code for an unknown location in each country and a code (XPQF) for an unknown foreign location (to be used when the country is not known).

**Geolocation**

Ctry/St

Ctry/St

<u>Code</u>	<u>Location Name</u>	<u>Inst</u>	<u>Code</u>	<u>Name</u>
ETFB	CP LEJEUNE	MGI	37	N CAR
HDQB	FT WM DAVIS	AIN	PM	PANMA
OOXT	WESTERN MED	SEA	8W	WMED
OOXY	N PACIFIC OCN	OCN	34	N PAC
TYFR	RAMSTEIN	ABS	GE	GERMY
TYFW	RAMSTEIN	POL	GE	GERMY
XPQF	UNKNOWN EXST	CON	UN	UNKWN
XPSA	UNKN EXST SAURB	CON	SA	SAUDI

**Table 7.13. Location of Intermediate Stop.**

<u>Code</u>	<u>Definition</u>
A	After POD
B	Between POE and POD
C	Before POE

**Table 7.14. Date Format.**

1. The various dates required by the reports described in this volume are reported with reference to the day deployment of the forces in the operation plan begins (C-day) or as a Julian date. Unless otherwise directed, the C-date is used with contingency plans or special studies and the Julian date is used for emergency deployments or other situations where actual dates must be reported.

2. Data are entered as four characters as follows:

a. **C-Date.** This is the unnamed date on which deployment is to commence. The supported commander defines the term more specifically as prescribed in JCS Pub 1. In the leftmost position, a C is entered for C-day and all subsequent days, or an N is entered for any day prior to C-day. In the three remaining columns, the number of days prior to or after C-day is entered. Examples are:

<u>Day</u>	<u>Coded</u>
C-day	C000
C+10	C010
C-5	N005

b. **Julian Date.** The last digit of the calendar is entered in the leftmost position, and the Julian day of the year is entered in the remaining three positions. Examples are:

<u>Calendar Date</u>	<u>Coded</u>
9 Jan 1980	0009
19 Feb 1981	1050
26 May 1979	9146

**Table 7.15. UIC First Character Codes.**

<u>Code</u>	<u>Definition</u>
W	US Army
F	US Air Force
M	US Marine Corps



N	US Navy
P	US Coast Guard
D	Joint

**Table 7.16. Providing or Using Organization for Nonunit-Related Cargo.**

<u>Code</u>	<u>Meaning</u>
A	US Army
F	US Air Force
M	US Marine Corps
N	US Navy
L	Defense Fuel Supply Center
P	US Coast Guard
S	Defense Supply Agency
H	General Services Administration

**Table 7.17. Nonunit-Related Type Movement Codes.**

## a. Cargo movement codes:

<u>Code</u>	<u>Type Movement</u>
A & B	per JCS Pub 6
C	Support for nonmilitary programs, for example, civil relief, agriculture, and economic development materials
H	Other Cargo
N	Military support for allies
R	Resupply
S	Supply Build Up
T	Retrograde cargo
A	Support for deploying forces required prior to establishment of normal resupply

## b. Personnel movement codes:

E	NEO
F	Fillers
G	Retrograde personnel
P	Replacement
M	Medical evacuation
K	Other personnel (for example, casualties, TDY or temporary active duty, or civilians)

**Table 7.18. Cargo Category Codes.**

## a. Cargo Category Code (First Position):

<u>Code</u>	<u>Meaning</u>
A*	Vehicles (all wheeled and tracked vehicles, whether self-propelled or towed, including amphibians) that are neither security nor hazardous cargo (see K and L below).
B*	Non-self-deployable aircraft which are uncrated.
C*	Floating craft.
D*	Hazardous non-vehicular cargo. (See code E below.)
E	Security non-vehicular cargo or non-vehicular cargo that is both security and hazardous.
F	Cargo requiring refrigeration by the mover.
G	Bulk POL (not packaged), including that carried in unit tankers.

H	Bulk granular cargo; e.g., crushed rock, sand, etc.
J	Other non-vehicular cargo; e.g., including packaged POL, crated aircraft, TAT yellow, etc.
K*	Vehicles designated as security cargo or both security and hazardous cargo.
L*	Vehicles designated as hazardous, but not security, cargo.
M	Ammunition.
N	Nuclear Weapons
P	Chemical Munitions
R	Wheeled Vehicles (Self-Propelled or Non-Self-Propelled), neither security or hazardous cargo, that are suitable for road march on overland deployment legs and capable of convoy speeds up to 40 mph.

\* Type unit equipment detail data will be submitted for equipment with this first character of the cargo category code. Data for the other first characters will be submitted only if the item of equipment is greater than 35 feet in any dimension.

**NOTE:** As used here, "vehicles" refer to any nonpalletized, wheeled and tracked.

b. Cargo Category Code (Second Position):

<u>Unit Equipment</u>	<u>Accompanying Unit Supplies</u>	<u>Meaning</u>
0	4	<u>Non-Air-Transportable Cargo:</u> that cargo which: (a) exceeds any of the following individual dimensions: 1,453 by 216 by 156 inches, or (b) when the height is between 114 and 156 inches and the width exceeds 144 inches.
1	5	<u>Outsized Cargo:</u> Cargo that exceeds 1090 by 117 by 105 inches and is qualified by MILSTAMP aircraft air dimension code (too large for C-130 or C-141).
2	6	<u>Oversized Cargo:</u> Cargo that exceeds the usable dimensions of a 463L pallet (104 by 84 by 96 inches) or a height established by the cargo envelope of the particular model aircraft.
3	7	<u>Bulk Cargo:</u> Cargo with dimensions no greater than 104 by 84 by 96 inches.
8	9	<u>Organic Cargo:</u> Cargo which is planned for organic lift.

**NOTE:** All dimensions expressed in length by width by height.

c. Cargo Category Code (Third Position):

<u>Code</u>	<u>Meaning</u>
A	Cargo that is normally carried on a vehicle that is organic to the unit.
B1	Cargo that can be containerized. (If unit related, the cargo need not accompany the unit.)
C1	Cargo that can be containerized but should accompany the unit.
D1	Cargo that cannot or will not be containerized.
E2	Vehicles larger than 420 by 96 by 162 inches (in at least one dimension) and over 50 tons.
F2	Vehicles larger than 420 by 96 by 162 inches (in at least one dimension) and 50 tons or less.
G2	Vehicles over 50 tons, but not qualifying for E above.
H2	Other vehicles.

**NOTES:**

- Containers are used with container ships. Their largest dimensions are 40 by 8 by 8.5 feet.
- Code E, F, G, and H will be used only when the first cargo category code is A, K, or L.

**Table 7.19. Heavy Lift and Dimension Category Code.**

This code is applicable to both force and nonunit-related cargo data for any given unit line number or cargo increment number. Weight and size are assessed as follows:

- a. The heaviest item among those being reported (excluding bulk POL and bulk granular).
- b. The greatest dimension of the largest item among those being reported (excluding POL and bulk granular). (Heaviest and largest may or may not refer to the same item.)
- c. A fraction of a ton is shown as a whole ton (for example, 10.3 tons is shown as 11 tons).

**Example:** The heaviest item (vehicles) reported is a 60-ton tank. The largest item (vehicles) reported is a truck which is 37 feet long. The correct code is M, which shows that the heaviest item is 51 to 60 tons and the largest item is over 35 feet in any dimension.

<u>Code</u>	<u>Dimension</u>
A	Under 5 tons and less than 35 feet in any dimension.
B	5 to 10 tons and less than 35 feet in any dimension.
C	11 to 30 tons and less than 35 feet in any dimension.
D	31 to 50 tons and less than 35 feet in any dimension.
E	51 to 60 tons and less than 35 feet in any dimension.
F	1 to 70 tons and less than 35 feet in any dimension.
G	Over 70 tons and less than 35 feet in any dimension.
H	Under 5 tons and 35 feet or over in any dimension.
J	5 to 10 tons and 35 feet or over in any dimension.
K	11 to 30 tons and 35 feet or over in any dimension.
L	31 to 50 tons and 35 feet or over in any dimension.
M	51 to 60 tons and 35 feet or over in any dimension.
N	61 to 70 tons and 35 feet or over in any dimension.
P	Over 70 tons and 35 feet or over in any dimension.

**Table 7.20. Nonunit-Related Cargo Supply Class Codes.**

<u>Supply Class</u>	<u>Subclass</u>
1 - Subsistence (Food)	A - Nonperishable, dehydrated subsistence that requires organized dining facilities. C - Combat rations. Includes meals, ready to eat (MRE) that require no organized dining facility. Used in both combat and in-flight environments. Includes gratuitous health and welfare items. R - Refrigerated subsistence. S - Nonrefrigerated subsistence (less combat rations). W - Water.
2 - General Support Items (Clothing, individual equipment, tentage, organizational tool sets and tool kits, hand tools, administrative and house-keeping supplies).	A - Air. B - Ground support materiel. E - General supplies. F - Clothing and textiles. G - Electronics. M - Weapons. T - Industrial supplies (such as bearings, block and tackle, cable, chain, wire, rope, screws, bolts, studs, steel rods, plates, and bars).
3 - POL (Petroleum including packaged items) fuels, lubricants, hydraulic and insulating oils, preservatives, liquids and compressed gases, coolants, de-icing and anti-freeze compounds or the components and additives of such products, including coal).	A - Air. W - Ground (surface). P - Packaged POL.
4 - Construction (Construction materials and barrier materials)	A - Construction materials B - Barrier materials
5 - Ammunition (Ammunition of all types (including chemical, radiological, and special weapons), bombs, explosives, mines, fuses, detonators, pyrotechnics, missiles, rockets, propellants, and other associated items.	A - Air W - Ground
6 - Personal Demand Items (non-military sales items).	None.

- 7 - Major End Items.(A final combination of end products ready for its intended use; such as, launchers, tanks, racks, adapters, pylons, mobile machine shops, and administrative and tracked vehicles.)
- A - Air.  
 B - Ground support materiel (includes power generators, fire-fighting, and mapping equipment).  
 D - Administrative or general purpose vehicles (commercial vehicles used in administrative motor pools).  
 G - Electronics.  
 J - Tanks, racks, adapters, and pylons (TRAP) (USAF only).  
 K - Tactical or special purpose vehicles (includes trucks, truck-tractors, trailers, semitrailers, etc.).  
 L - Missiles.  
 M - Weapons.  
 N - Special weapons.  
 X - Aircraft engines (USAF only).
- 8 -Medical (Medical materiel, medical repair parts, blood and fluids).
- A - Medical materiel (including repair parts peculiar to medical items), and fluids.  
 B - Blood
- 9 - Repair parts (Less Medical Peculiar Repair Parts) (All repair parts and components, kits, assemblies, and including subassemblies (repairable and nonrepairable) required for all equipment, and dry radio batteries).
- A - Air.  
 B - Ground support materiel (power generators and bridging, fire-fighting, and mapping equipment).  
 D - Administrative vehicles (vehicles used in administrative motor pools).  
 G - Electronics.  
 K - Tactical vehicles (including trucks, truck-tractors, trailers, semitrailers, etc.).  
 L - Missiles.  
 M - Weapons.  
 N - Special Weapons.  
 X - Aircraft engines (USAF only).
- (10) - Material to Support Military Programs (includes agriculture and economic development materiel not included in classes 1 through 9).
- None.

**Table 7.21. Nonunit-Related Personnel Providing Organization Codes.**

<u>Code</u>	<u>Meaning</u>
1	USCINCCENT
2	USCINCLANT
3	CINCNORAD
4	USCINCEUR
5	USCINCPAC
6	USCINCSO
7	CINCFOR
8	CINCSTRAT
9	USCINCSOC
A	HQ US Army
B	The Navy component of the unified or specified command being supported
C	The Air Force component of the unified or specified command being supported
D	The Unit required deployed by Host Nations Support Agreement
E	Commander, Tactical Air Commander
F	HQ US Air Force
G	USCINCTRANS
H	Host Nation Support Candidate
J	Joint Chiefs of Staff (decision is required make unit available)
K	DoD Agency
L	Detailed support requirements have been submitted to host nation for negotiation, but are not yet documented in an approved final plan
M	HQ US Marine Corps
N	HQ US Navy
P	HQ US Coast Guard
Q	Allied Air Force
R	Allied Marine Corps
S	USCINCSpace
T	Allied Navy
U	Allied Organization
V	Allied Army
W	The Army component of the unified or specified command being supported
X	Shortfall
Y	USARJ
Z	EUSA

**Table 7.22. Movement Table Departure Location Codes.**

<u>Code</u>	<u>Location</u>
A	Origin
B	POE
C	Intermediate Location
D	POD

**Table 7.23. Movement Table Flag Day Constraint Codes.**

## a. Constraints at Departure Location:

<u>Code</u>	<u>Constraint</u>
1	Onloading
2	Parking or docking
3	Port or airfield reception and turnaround capability
4	Throughput
U	Transportation vehicles
V	Less-than-minimum acceptable load

## b. Constraints at Arrival Location:

<u>Code</u>	<u>Constraint</u>
5	Offloading
6	Parking or docking
7	Port or airfield reception and turnaround capability
8	Throughput
9	Storage
Y	Impossible closure time (see note)

## c. Transportation Channel Constraint:

<u>Code</u>	<u>Constraint</u>
0	Vehicles

**NOTE:** Code Y is used if the ready-to-load date is the same as or later than the required delivery date, or an on-call unit is specified for the POD latest arrival date or destination required delivery date.

**Table 7.24. Movement Table Transportation Means Codes.**

<u>Code</u>	<u>Transportation Means</u>
B	Bus (motor vehicle, passenger)
J	LOGAIR
Q	QUICKTRANS
R	Rail
S	Military Sea
T	Truck (motor vehicle, cargo)
V	Commercial Air
W	Inland Waterways
Y	Military Air

**Table 7.25. Data Requirements for Entering Dates in Formatted Remarks.**

Remarks are to be related to the first FRN of a TPFDL in terms of earliest RDD and lowest numerical priority (for example, RDD COOO: Priority 001). The data must include the date or dates for the appropriate time period and data field used (as shown in these examples):

- a. TPFDL Force Basis: JSCP, FY 96 Forces
- b. Data Base Basis: TUCHA File (date)  
                                     MANFOR File (date)  
                                     LOGFOR File (date)

**Table 7.26. Aviation Type Units.**

<u>Short Title</u>	<u>Unit</u>
ACC	Airborne Command and Control
ADI	Air Defense Interceptor
AES	Aeromed Evac Squadron
AEW	Airborne Early Warning
AR	Air Refueling
ARS	Air Rescue Service
AWS	Air Weather Service
FAC	Forward Air Controller
FFC	Facility Flight Check
MAS	Military Airlift Squadron
OSA	Operational Support Airlift
RSS	Recon Sampling Squadron
SAM	Special Air Mission
SBS	Strategic Bomb Squadron
SOF	Special Ops Force
SOS	Special Ops Squadron
SRS	Strategic Recon Squadron
TAS	Tactical Airlift Squadron
TAE	Tactical Airlift Element
TBS	Tactical Bomb Squadron
TDS	Tactical Drone Squadron
TEW	Tactical Electronic Warfare
TFS	Tac Fighter Squadron
TRS	Tac Recon Squadron
TRE	Tac Recon Element
TSS	Tac Air Support Squadron
WRS	Weather Recon Squadron



**Table 7.27. Major Command and Component Codes (Extracted from AFM 700-20 Except for Host Nation Support).**

<u>MAJCOM or Agency</u>	<u>Abrv</u>	<u>Codes</u>
US Air Force Academy	ACD	0B
US Air Forces in Europe	AFE	0D
Air Reserve Personnel Center	RPC	0I
Air Education and Training Command	ETC	0J
Air Force Reserve	AFR	0M
Headquarters USAF	HAF	0N
Pacific Air Forces	PAF	0R
Air Intelligence Agency	ITC	0U
Air Force Special Operations Command	SOC	0V
Air Force C4 Agency	CMC	0Y
Air Force Management Engineering Agency	MEA	01
Air Force Inspection Agency	ISC	02
Air Force Operational Test and Evaluation Center	TEC	03
497 Intelligence Group	INT	05
Air Force Audit Agency	AAG	06
Air Force Office of Special Investigations	OSI	07
Air Force Security Police	OSP	08
Air Force Manpower and Personnel Center	MPC	09
Air Force Special Operations Command	SOC	0V
Air Combat Command	CMB	1C
Air Force Logistic Management Agency	LMA	1G
Air Mobility Command	MOB	1L
Air Force Materiel Command	MTC	1M
HQ Air Force Flight Standards Agency	FSA	1Q
HQ Air Force Space Command	SPC	1S
Air Force Civil Engineering Support Agency	ESC	1W
Air Force Cost Analysis Agency	CCE	2A
Air Force Doctrine Center	DOC	2B
Air Force Civilian Personnel Management Center	CPC	2C
Air Force Legal Services Agency	LCT	2E
Air Force Medical Support Agency	MSA	2F
Air Force News Agency	ICT	2G
Air Force Combat Operations Staff	CBT	2H
Air National Guard Readiness Center	NGS	2I
Air Force Historical Research Agency	HRC	2K
Air Force Technical Application Center	TAP	2L
Air Weather Service	AWS	2Q
Air Force MWR and Services Agency	MWR	2U
Air Force District of Washington	AFW	2W
Unknown (FORSIZE Only)	UNK	2Z
HQ Center for Air Force History	CFH	3L
US Central Command Air Forces (USCENTAF)	RDF	3X
US Southern Air Force Forces (USSOUTHAF)	SAF	4S
Air National Guard	ANG	4Z
Host Nation Support	HNS	HN

**Table 7.28. Force Designator Group Mission.**

<u>Code</u>	<u>Meaning</u>
A	Augmentation (flying)
B	AMC mission support
C	Control center
D	Dual-based (DB)
E	Augmentation (nonflying)
F	Filler or attrition replacement
G	Coronet Reactor
O	Possessed force-operates in place
P	Possessed force-moves in-theater
Q	Strategic projection forces
R	Rapid Reaction (RR)
S	SACEUR Strategic Reserve (SSR)
T	Rotation
U	Ear Marked
V	Follow On
W	Ready Reinforcement
X	Initial support for DB, RR, or SSR
Z	Other

**Table 7.29. Armament Designator (Aircraft Special Capability) Code.**

<u>Code</u>	<u>Special Capability</u>
A	LOROP
B	TEREC (RF-4C)
C	Pave Tack/ARN 101/SLAR
E	SLAR
F	Pave Tack/ARN 101/SLR/TEREC (RF-4C)
G	Pave Tack/ARN 101/LOROP/SLAR/TEREC
H	Pave Tack/ARN 101/SLAR/TEREC
I	RECON ARN 101/Pave Tack
J	Pave Tack/ARN 101/LOROP
K	ARN 101/SLAR/TEREC
L	Pave Spike/LORAN (RF-4C)/Maverick
M	Maverick
N	ARN 101 (Delivery)
P	Pave Spike
Q	GBU-15
R	Pave Tack
S	Pave Spike/Maverick
T	Pave Tack/TISEO/Maverick
U	Pave Tack/TISEO/Nuclear Walleye
V	Pave Tack/GBU-15
W	Nuc/Walleye/Maverick
X	AWADS
Z	FLIR Pod

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## Chapter 8

### ADMINISTRATIVE GUIDANCE AND DISTRIBUTION REQUIREMENTS

**8.1. Identifying OPLANs and OPORDs.** The short title of each OPLAN is unclassified and denotes the supported commander, type of plan, and plan identification number (PID). The PID is expressed as a command-unique, four-digit number and a two-digit suffix of the fiscal year of the JSCP period for which the plan is written or reprinted. (In case of multiyear JSCP, the PID reflects the latest year covered by the JSCP.) Supporting OPLANs prepared by the air component commander are assigned a PID identical to the one on the supported plan, for example, CINCUSAFE 4122-95 supports USCINCEUR OPLAN 4122-95. However, when a component command prepares a single OPLAN (an "Omnibus" plan) to support a plan from two or more commanders, the plan is assigned a PID without regard to the PIDs of the supported plans.

8.1.1. The Joint Staff allocates blocks of PIDs to all unified and specified commanders. For example, USCINCEUR is assigned PIDs from 4000 through 4999. PID blocks for major commands are listed in Chapter 7, Table 7.1.

8.1.2. OPORDs prepared by CINCs to fulfill JCS requirements are also assigned PIDs selected from the block of numbers allocated when the OPORD is not a conversion of an existing OPLAN. The unclassified short title is derived in the same manner as the number for an operation plan. For example, an OPORD prepared by CINCPACAF might be designated CINCPACAF OPORD 5000-93. The two-digit suffix represents the fiscal year in which the order is promulgated.

8.1.3. Supporting plans are assigned a PID identical to the PID of the supported plan. However, when a supporting command or agency prepares a single operation plan to support two or more plans of other commanders, the plan is assigned a PID without regard to the PIDs of the supported plans. When a single plan is prepared by the services or supporting DoD agencies to support two or more plans of other commanders, PIDs are established by using the component code prescribed in Table 7.27. as the first two characters followed by two numeric characters and the two-digit fiscal year (FY) designation. Since AMC has been assigned a range of PIDs (see Table 7.1.), AMC can use a PID from this range instead of the procedures mentioned in this paragraph.

8.1.4. When the supported plan provides for alternative courses of action that require separate identification, the alternatives are identified by adding an alpha character to the PID. Any letter except "I" or "O" may be used, and the alternative so designated must be clearly labeled in the plan.

### 8.2. Plan Formats:

8.2.1. Plans written by MAJCOMs to support unified command OPLANs or CONPLANs will be prepared according to the plan and annex formats contained in Joint Pub 5-03.2 and as amplified in this manual. Deviations should be kept to a minimum to maintain standardization between plans of different MAJCOMs. However, the MAJCOMs should not allow the rigidity of the formats to interfere with the transfer of planning information to supporting agencies. The PID and effective date must be reflected on the first page of the basic plan and on all related annexes, appendices, tabs, exhibits, and maps.

8.2.2. This manual will be used as the guide for the development and formatting of all USAF OPLANs.

8.2.3. Plans not referenced in 8.2.1 and 8.2.2 and written to support USAF directives are developed in the format described in the requiring directive. If no format is prescribed, this manual may be used as a guide.

8.2.3.1. The arrangement of information in OPLANs and CONPLANs will conform to the formats shown in this manual. The paragraph and subparagraph headings indicated in the model format always appear in each plan of that type. When information or instructions on the subject indicated are not required in the plan, the paragraph or subparagraph must be annotated "not applicable." Further subdivisions, which may be required, must conform to the basic system of paragraphing illustrated in the model formats. Where deviations from these formats are required for clarity, the index should cross reference to where the information is relocated. Annotate the paragraphs and subparagraphs with "see Annex \_\_, Appendix \_\_."

8.2.3.2. Attachments to the basic plan listed in order of increasing detail are annexes, appendices, tabs, and exhibits. The annex describes the concept of support for the command mission by the function producing the

annex (Intelligence, Operations, Logistics, etc.). The appendix is a subordinate addition to the annex used to include information too lengthy or detailed for the basic annex. Normally each appendix to an annex is devoted to a major category of information. For example, if a plan requires more than one force option, a separate appendix could be used to address each option. A tab is a further subdivision of an appendix used to organize and clarify the presentation of detailed data. For example, a command with multiple employment locations may require a tab for each location under each force option appendix. An exhibit is a further subdivision of a tab to enable the planner to organize the portrayal of greater levels of detail. In our example, exhibits could be used to specify the manpower requirements and personnel sourcing for each of the force options and employment locations described earlier. If attachments are used, the planner should refer to any appendices in the text of the annex and to any tabs in the text of the appendix. The table of contents should contain a listing of all annexes, appendices, tabs, exhibits, and maps.

8.2.3.3. The model format for annexes is mandatory unless otherwise indicated. The model format for other attachments (such as, appendices and tabs) is preferred but may be altered when information or instructions must be included for which no provision is made in the standard format. If necessary, additional annexes may be incorporated to permit distribution separate from the basic plan or when information must be included for which no provision is made in standard annexes. The letters "I" or "O" must not be used as an annex designator.

8.2.3.4. Annexes, appendices, tabs, and exhibits specified in the model format must be assigned designations as listed in the model table of contents. When any of these elements are not required, the element must be annotated "not applicable" in the plan table of contents. The remaining elements must retain the prescribed designators. When an annex is omitted, all attachments to that annex must also be omitted. The listings of annexes, appendices, tabs, and exhibits must indicate only those attachments actually used.

8.2.3.5. Formats shown in the models for tabular presentation of data may be modified to facilitate the automated preparation of such data. Time-phased force and deployment data (TPFDD) submissions, when required, must be covered by a separate message as a formal record of transmittal according to JRS instructions. To support Joint and Air Staff review, the medical working file, as well as, the Transportation Feasibility Estimator/Joint Flow and Analysis System for Transportation and Movement Requirement Generator/Logistics Sustainment Analysis and Feasibility

Estimator control files described in Chapter 2 must be submitted with the TPFDD. When Joint Staff or Air Staff comments necessitate the revision of the TPFDD, the necessary changes must be incorporated into the operation plan deployment data base within 30 days after receipt of the comments.

8.2.3.6. Annexes, TPFDD printouts, or other attachments are not normally required for CONPLANs. If prepared, they must conform to the content and format prescribed for those elements in an OPLAN and must accompany the CONPLAN when it is forwarded to higher headquarters for review. The CONPLAN table of contents should list only those annexes or attachments actually included in the CONPLAN.

8.2.3.7. Subordinate units may develop additions to higher headquarters plans which satisfy their operation planning requirements. These documents may be in the form of supplements, annexes, attachments, or combinations of these, and need cover only those items of specific interest to that unit. Formats are determined by the major command and based on command unique mission requirements.

8.2.3.8. Using standard references as a substitute for reproducing information and instructions in operation plans is permitted. However, references used must be documents that are readily available to users of the plan and must be referred to by publication number, title, and publication date.

**8.3. Organization of Plans.** All plans submitted by MAJCOMs and MAJCOMs/Numbered Air Forces acting as Air Force components must include these elements in the order listed below except as otherwise specified (use examples in this manual as models).

**8.3.1. Plan Cover.** The cover must show the date of the basic plan; the overall classification of the plan; the issuing headquarters; short title and PID of an OPLAN or CONPLAN, or name of supported plan if HQ USAF originated; restricted data or formerly restricted data when required; downgrading declassification instructions; and copy number if the plan is classified TOP SECRET. Covers must not contain classified information. Soft covers must be used on all plans.

**8.3.2. Letter of Transmittal.** The letter of transmittal of supporting OPLANs and CONPLANs must identify the reason for preparing the plan and indicate the service headquarters, agencies, or commands with whom the plan was coordinated during preparation. The need for preparing further supporting plans by MAJCOMs or subordinate commanders must be specified. The OPR for the plan must be identified when the plan being

transmitted supersedes the existing plan. The letter of transmittal must provide disposition instructions for the superseded plans.

### 8.3.3. **Security Instructions and Record of Changes.**

The security instructions must include the long and short titles of the plan and must be the first page (i) following the letter of transmittal. The record of changes for the plan may be included on the same page. The instructions must contain:

8.3.3.1. Classification guidance for supporting plan development or plan execution, which:

8.3.3.1.1. Precisely identifies informational elements to be protected, using categorization to the extent necessary.

8.3.3.1.2. States which classification designation applies (Top Secret, Secret, or Confidential) to each element or category of information.

8.3.3.1.3. States declassification instructions, for each element or category of information.

8.3.3.2. Any special access program requirements, such as:

8.3.3.2.1. Briefing and debriefing requirements.

8.3.3.2.2. Dissemination instructions.

8.3.3.3. Reproduction limitations.

8.3.3.4. Use of "Nicknames, Code Words, and Exercise Terms."

### 8.3.4. **Plan and Planning Information Releasability.**

Each plan will delineate the limits to which the information contained in the plan may be released to personnel and agencies not responsible to the JCS. CJCS MOP 60, Release Procedures for Joint Staff and Joint Papers and Information; JSCP; and supported CINC guidance will dictate the limits of releasability.

8.3.5. **Plan Summary.** The plan summary is used for OPLANs and CONPLANs. It provides a brief recapitulation of the mission, general situation, concept of operations, major force requirements, command arrangements, and commander's appraisal of the logistics and transportation feasibility of the plan.

8.3.6. **Table of Contents.** A table of contents will include the first and last pages of each division. It will list the elements shown in Attachment 2, Figure A2.6 that are applicable or published separately. A table of contents for CONPLANs may be included in the security instructions.

8.3.7. **Basic Plan.** The basic plan consists of five main paragraphs as shown in the OPLAN model in Attachment 2, Figure A2.7.

8.3.8. **Attachments.** Annexes used for the plan must be listed on the final page of the basic plan. Other attachments (appendices, tabs, exhibits, or maps) are listed on the final page of any attachment which has further attachments. The basic plan should refer to each annex that has been prepared; however, information provided in the basic plan is not normally repeated in the attachments. All attachments must be prepared according to OPSEC guidance located in Annex L of the plan. Attachments are not required in CONPLANs.

8.3.9. **Execution Checklist.** The execution checklist summarizes the action required by the commander preparing the OPLAN, the supporting commander, and other headquarters and agencies, external to the command, to ensure coordinated initiation of the operations.

8.3.10. **Distribution List.** The distribution list accounts for all copies of the plan and informs users which agencies and headquarters maintain copies of the plan. Since OPLANs are normally highly sensitive documents, distribution should be held to the minimum essential for planning. Operation plans must not be distributed or circulated outside the services and agencies responsive to the CJCS or JCS, without the specific approval as outlined in CJCS MOP 60, Release Procedures for Joint Staff and Joint Papers and Information. However, care should be taken to ensure that the plan, or appropriate extracts thereof, is provided to all US military command agencies expected to support the planned operation. For Air Force addressees, the functional address symbol must be included (see AFMAN 37-127, Air Force Standard Functional Address Systems). Addressees must advise plan OPRs of necessary changes to the distribution list. Distribution lists for classified OPLANs will be "For Official Use Only" unless classified.

8.4. **Administrative Instructions.** The planning and administrative policy and procedures affecting the content and organization of annexes to plans is contained in the functional Chapters 9 through 33 corresponding to each functional annex or appendix. Planning guidance for the Commander's Estimate, OPLAN, and CONPLAN formats; as well as planning checklists can be found in attachments to this manual.

8.4.1. The five major paragraphs of each plan must be listed in each plan developed, even if they are not applicable to the plan being written. If they do not apply, "Not Applicable" should be inserted after the paragraph

title (for example, "4. ADMINISTRATION AND LOGISTICS. Not Applicable."). This method permits standardization and enables the staff officer to refer immediately to a standard paragraph when seeking specific information. When a paragraph is subdivided, it must have at least two subdivisions.

8.4.1.1. Designations for subdividing, numbering, and lettering paragraphs are: 1., a., (1), (a), 1., a., (1), and (a), respectively.

8.4.1.2. Each progressive subdivision of a paragraph is initially indented an additional five spaces.

8.4.2. Operation plan pages are numbered at the bottom center to indicate the page order within each element of the plan. Thus, page C-1-A-3 denotes page 3 of Tab A to Appendix 1 to Annex C. The text is single-spaced.

8.4.3. Each separate element of a plan must bear the date of issue or revision. Until a plan is revised, all elements should bear the same date of issue.

8.4.4. The basic plan and each annex are signed or authenticated by an officer in a position of authority within the organization issuing the plan or annex. Full signature blocks are used. Appendices, tabs, exhibits, and maps do not require signature or authentication except when distributed separately from the basic plan. "For" signatures are acceptable.

#### 8.4.5. Rules for Capitalizing and Underlining:

8.4.5.1. References to specific annexes and other attachments are in this sample format: Initial Capitals.

8.4.5.2. Paragraph titles are capitalized and underlined as in this sample format: SOLID CAPITALS.

8.4.5.3. Subparagraph titles are expressed and underlined as in this sample: Initial Capitals.

8.4.5.4. Sub-subparagraphs and all subtitles are not underlined and are expressed as in this sample format: Initial Capitals. An exception to this rule applies where forces, commands, or agencies are identified or tasked; these will be capitalized and underlined as in this sample format: SOLID CAPITALS.

8.4.5.5. In the text of operation plans, location names are capitalized as in this sample format: SOLID CAPITALS and, where necessary for clarity, are followed by the position reference according to CJCS MOP 45, Position Reference Procedures.

8.4.5.6. The first time a title or designation is used in an element of a plan that is not contained in the GLOSSARY, the title or designation must be spelled out and immediately followed by the approved abbreviation, for example, Joint Chiefs of Staff (JCS). Within that element of the plan, the abbreviation alone may be used thereafter.

#### 8.4.6. Procedures for Changes to OPLANs:

8.4.6.1. When to Issue a Change. A plan should be changed, rather than revised if the total adjustments (any new or previously changed material) affect less than 40 percent of the basic plan, attachments included.

#### 8.4.6.2. Identifying Changes.

8.4.6.2.1. All changes must include the date and classification of the basic plan. This information must be included in paragraph 1 of the letter of transmittal.

8.4.6.2.2. A copy of the distribution list must be attached to the letter of transmittal. The "To" element should read, "See Attached Distribution List." If a new Annex Z is accomplished, a distribution list is not required.

8.4.6.2.3. When page changes are made, the change number and date of the change must be placed in parenthesis below the page number.

#### 8.4.6.3. Change Methods:

8.4.6.3.1. **Page Changes.** This is the preferred change method. This method reaccomplishes all pages containing changes. If the change contains Secret or Top Secret material, an AF Form 1565, **Entry, Receipt and Destruction Certificate**, is prepared according to guidelines in OPR - AFI 31-401. To indicate new or changed material, a vertical line is added in the left margin.

8.4.6.3.2. **Pen and Ink Changes.** Pen and ink changes are permissible but should not be used to make lengthy changes. This procedure may be used only for minor corrections, such as changes to numbers, dates, single words, short phrases, etc. If page changes are also being made, the pen and ink changes are either included on the AF Form 1565 or listed on the change letter of transmittal.

8.4.6.4. **Change Transmittal.** Changes to a plan must be transmitted by letter to all recipients of the original plan. Wire transmission of changes is authorized only under critical circumstances and only to those addressees who must take immediate action or who have a need-to-know. MINIMIZE procedures do not apply in this situation. Message changes must be published as a formal change within 30 days. **NOTE:** These instructions are not intended to limit the use of machine printouts for preparing operation plans. If automated techniques do not permit compliance with underlining, capitalizing, or formatting as shown in the samples, commands may still employ machine printouts as long as the products are clear and consistent. Planners must adhere to sample formats as closely as their equipment permits.

### 8.5. Classification and Security Markings:

8.5.1. **General.** Information security markings in operation plans must conform to the requirements of AFI 31-401, as amplified below:

8.5.1.1. Each plan must be assigned an overall security classification that is determined by its content and in accordance with the security classification guidance contained in any plan it supports.

8.5.1.2. The long title of a classified operation plan is classified when it associates the PID with a planned operation, country, or other geographical area. The long title of a plan is not used in the attachments to the basic plan.

#### 8.5.2. Classification Markings on Plan Elements:

8.5.2.1. Front and rear covers and the letter of transmittal must be marked with the overall classification of the plan. If applicable, the final paragraph of the letter of transmittal must state the classification of the letter of transmittal standing alone (or that it is Unclassified).

8.5.2.2. The first page of plan elements, including the security instructions, plan summary, table of contents, and each annex, appendix, tab, and exhibit is classified separately according to the highest classification of any portion of its contents. Each element must also bear any special markings required because of the nature of information included therein; for example, "Restricted Data". Unclassified plan elements also must be marked accordingly.

8.5.2.3. Each interior page of the classified plan element must be marked according to its content, including "Unclassified".

8.5.2.4. Classification markings are centered at the top and bottom of each page.

### 8.5.3. Warning Notices:

8.5.3.1. Warning notices, when applicable, are placed on the front and back covers, on the letter of transmittal, on first pages of plan elements containing information that is subject to the warning notice, and on the interior pages actually containing the information. In the case of "Restricted Data" and "Formerly Restricted Data," only the primary classification marking without the usual caveats is to be placed on the interior pages containing the information.

8.5.3.2. In addition to the "WARNING NOTICE--Intelligence Sources and Methods Involved" marking to be used on documents containing certain foreign intelligence information, one or more of the additional markings shown in (a) through (e) below may be required to further restrict access to the information. AFI 14-302, Control, Protection, and Dissemination of Sensitive Compartmented Information, contains additional information on using these markings:

8.5.3.2.1. DISSEMINATION AND EXTRACTION OF INFORMATION CONTROLLED BY ORIGINATOR.

8.5.3.2.2. NFIB DEPARTMENTS ONLY.

8.5.3.2.3. NOT RELEASABLE TO CONTRACTORS OR CONTRACTOR/ CONSULTANTS.

8.5.3.2.4. CAUTION--PROPRIETARY INFORMATION INVOLVED.

8.5.3.2.5. NOT RELEASABLE TO FOREIGN NATIONALS.

8.5.4. **Paragraph and Subparagraph Markings.** In addition to the parenthetical symbols "(TS)," (S)," "(C)," and "(U)" used in classified plan elements to indicate the classification level of paragraphs and subparagraphs, the following symbols are used to indicate that the paragraph or subparagraph contains information subject to the Warning Notices listed in C above:

8.5.4.1. "RD" for "Restricted Data," for example, "(S/RD)."

8.5.4.2. "FRD" for "Formerly Restricted Data."

8.5.4.3. "WNINTEL" for "WARNING NOTICE--Intelligence Sources and Methods Involved."

8.5.4.4. "ORCON" for "Dissemination and Extraction of Information Controlled by Originator," for example, "(S-WNINTEL) (ORCON)."

8.5.4.5. "NFIBONLY" for "NFIB Departments Only."

8.5.4.6. "NOCONTRACT" for "Not Releasable to Contractors or Contractor/Consultants."

8.5.4.7. "PROPIN" for "Caution--Proprietary Information Involved."

8.5.4.8. "NOFORN" for "Not Releasable to Foreign Nationals."

8.5.5. **TPFDD Classification.** The classification authority for the operation plan TPFDD is the supported commander. During deliberate planning the supported commander should disseminate TPFDD classification instructions within his planning Letter of Instruction (LOI) which is issued before initiation of TPFDD planning. During crisis action planning, classification authority may reside with the JCS until planning responsibility has been turned over to the supported commander. Until classification guidance is issued, TPFDD data will be maintained within the WWMCCS system in the system high (Top Secret) mode. Because base level planning systems are generally unclassified, classified information will not be passed to the base level through COMPES.

8.5.5.1. The supported commander may identify subsets of the TPFDD that can be classified lower than the overall data base and may specify them in the letter of transmittal of the OPLAN, or within his planning LOI for each OPLAN TPFDD.

8.5.5.2. For operational security purposes, when extracted from an OPLAN TPFDD, the association of the plan identification number (PID) with tasked unit identification data (UIC, PAS Code, unit name or nomenclature) will be treated as Secret unless directed otherwise by the original classification authority. This guidance is effective starting with OPLAN TPFDDs developed in support of the CY 93-95 JSCP. For all previous TPFDDs, that same information will be handled as Unclassified. Additional guidance concerning classification of TPFDD elements can be found in Joint Pub 5-03.2.



8.5.5.3. Most OPLANs vary the classification of the TPFDD information depending on which phase the OPLAN is in, such as the planning phase, warning phase, execution phase, and post execution phase. Since operational requirements could also vary, TPFDD classification will be downgraded only when classification guidance has specifically been issued for that phase by the original classification authority.

**8.5.6. Classification Authority and Duration Markings.** The first page of a classified plan element must contain markings for identifying an original classification as defined in DoD 5200.1-R/AFR 205-1, Chapter IV. Identification of the classification authority must be shown on the "Classified By" line. The date for declassification, the notation "Originating Agency's Determination Required," or "OADR" must be shown on the "Declassify On" line.

**8.5.7. Marking Foreign Government Information.** Except where these markings would reveal intelligence information, foreign government information, when practicable, must be marked to ensure the information is not declassified prematurely or made accessible to nationals of a third country without consent of the originator. This requirement may be satisfied by including the applicable identification in the portion or paragraph classification markings, for example: "(NATO-S)," "(UK-C)," or "(FRG-Restricted)."

**8.5.8. Transmitting Classified Page Changes.** When classified page changes are transmitted, the originator must provide sufficient copies of AF Form 1565 for the addressee to retain at least two copies of AF Form 1565 to maintain control of the new and superseded pages as required by DoD 5200.1-R/ AFR 205-1.

## **8.6. Plan Distribution Requirements:**

**8.6.1. General.** Except as otherwise provided in 8.6.3 below, the commander who prepares an operation plan determines its distribution. The supported commander determines the requirement for copies of supporting plans. Plans prepared by major commands must be distributed to applicable support activities, task organizations, and higher headquarters. Air Force component commands must ensure that all MAJCOMs which are tasked, or might be tasked, receive sufficient copies of the plan to be supported.

**8.6.2. Separate Distribution of Annexes.** OPLANs are normally distributed complete with all necessary annexes and other attachments, except that separate distribution of annexes for security reasons is authorized. When wider distribution than that accorded the OPLAN is required, additional distribution of individual annexes is authorized. The provisions of this subparagraph also apply to CONPLANs when annexes or other attachments are prepared.

**8.6.3. Plans Required by the JCS.** Operation plans and supporting plans required by the JCS, including changes, must be submitted by supported and subordinate commanders to the Secretary, Joint Staff, in the quantities specified in Figure 8.1.

## **8.6.4. Combined Plans:**

**8.6.4.1.** The United States Central Registry distributes North Atlantic Treaty Organization (NATO) plans to the services and the JCS Subregistry. United States liaison officers assigned to the military headquarters of international treaty organizations must request that military plans forwarded for United States review be provided in the quantity needed.

**8.6.4.2.** Plans of the Inter-American Defense Board and CINC United Nations Command/CINC Combined Forces Command must be submitted for distribution as indicated in subparagraph (1) for combined plans.

## **8.6.5. Limitations on Distribution:**

**8.6.5.1.** Operation plans and their associated TPFDD data prepared by the CINCs and supporting plans must not be distributed or circulated outside the military services, Joint Staff, unified and specified commands, Defense Communications Agency (DCA), Defense Intelligence Agency (DIA), Defense Logistics Agency (DLA), Defense Mapping Agency (DMA), Defense Nuclear Agency (DNA), other organizations responsible to the Joint Chiefs of Staff, National Security Agency/Central Security Service, Central Intelligence Agency (CIA), and transportation component commands (TCCs), without the specific approval of the Joint Chiefs of Staff. CJCS MOP 60, Release Procedures for Joint Staff and Joint Papers and Information, specifies the authority and procedures for determining releasability of OPLAN data.

**8.6.5.2.** OPLAN information is not routinely releasable to the DoD and Air Force Audit Agency. Requests for release OPLAN information must be processed through HQ USAF for coordination with the Joint Staff.

8.6.5.3. The Air Force Inspector General (IG) is directly responsible to the CSAF. Release of OPLAN information to AF IG in support of authorized inspections does not require prior approval.

8.6.5.4. Current and superseded operation plans and related documents prepared by supported, supporting, and subordinate commanders must not be distributed to joint and service colleges or service schools.

8.6.5.5. CINCs may distribute pertinent operation plans to the United States elements of international military headquarters when these elements have a need for the information and possess facilities to protect the plans from disclosure to foreign nationals.

### **8.7. Releasing Operation Plan Information:**

8.7.1. While the distribution of operation plans is normally restricted to the joint planning and execution community (JPEC) according to paragraph 8.6.3., other agencies of the government still might need information from operation plans, TPFDDs, and related documents to execute specific missions and functions. Once an agency has been approved to receive the OPLAN information, only the minimum information that will satisfy the requirement will be released on a strict need-to-know basis. The need-to-know normally extends to only specific portions of the documents or information. Such documents and automated data bases should contain guidance on further distribution which will allow both the originator and designated holders to release appropriate information.

8.7.2. The preferential limits of release:

8.7.2.1. Access only to a specific portion or portions (extract, summary, or aggregation) of an entire document, annex, data base (or subset), or other compressed media in an area within the facilities of the originator or authorized holder of the document (controlled environment).

8.7.2.2. Access only to an entire document, annex data base (or subset), or other compressed storage media in a controlled environment.

8.7.3. If access will not satisfy the requirement, then originators or designated holders may release appropriate information within the following preferential limits:

8.7.3.1. Provision of a specific portion or portions (extract, summary or aggregation) of an entire document, annex data base (or subset), or other compressed storage media.

8.7.3.2. Provision of the entire document, annex, data base (or subset), or other compressed storage media.

8.7.4. The Secretary of Defense and the Deputy Secretary of Defense are authorized access to any operation plan information. Detailed plan briefings to additional key civilian officials within the Department of Defense may be required. These briefings, and the extent to which sensitive data are included, must be determined by the Joint Chiefs of Staff on a case-by-case basis. Briefings to other officials must comply with the limitations in Paragraphs 8.7.2 and 8.7.3.

8.7.5. CINCs may brief or provide written or oral summaries from noncombatant evacuation order (NEO) plans to the senior State Department representative as required to properly coordinate and conduct these operations. The CINCs may also brief the senior State Department representative on associated operation plans when these briefings are essential for developing associated evacuations plans. The briefings are subject to the following conditions:

8.7.5.1. The briefings, given on a strict need-to-know basis, must contain military information carefully selected as essential for developing associated plans (for example, evacuation plans for US nationals and designated foreign nationals from overseas areas). The commander of the unified or specified command providing the briefing may include a general description of the guidance on such subjects from the JSCP without identifying the source or the capabilities and limitations of the forces available for particular operations. Assumptions that certain measures (for example, landing rights and use of facilities) have been or will be accomplished by other departments of government may also be divulged.

8.7.5.2. In no case should operation plans be made available to the person to be briefed.

8.7.5.3. Paragraphs 8.7.1, 8.7.2, and 8.7.3 above contain additional guidance on selecting the content for these briefings.

8.7.6. Requests for operation plan information that cannot be satisfied except by departure from the provisions of the foregoing paragraphs should be referred to HQ USAF/XO.

**8.8. Plans Prepared for Major Commands.** Plans prepared by a subordinate command in lieu of a like MAJCOM's plan must be distributed as though prepared by the major command concerned. Other war plans prepared by subordinate commands are not forwarded to HQ USAF.

**8.9. Changes and Amendments to Plans.** Changes and amendments will be afforded the same distribution as the plan except for message changes. They must conform to instructions in paragraph 8.4.6.

**8.10. Distribution to Air Staff Offices.** Copies of plans prepared by major commands are forwarded to Air Staff agencies as shown in the distribution tables (see Figures 8.2 through 8.4). Copies must be addressed direct to the agency using the office symbols listed. The number shown in each column specifies the quantity the command identified at the top of each column sends to each addressee.

	<u>Total</u>	<u>CSA</u>	<u>CNO</u>	<u>CSAF</u>	<u>CMC</u>	<u>JOINT STAFF</u>	<u>NEACP</u>	<u>DIA</u>	<u>TRANS COM</u>	<u>AMC</u>	<u>MSC</u>	<u>MT MC</u>	<u>NSA/ CSS</u>	<u>DNA</u>	<u>DLA</u>	<u>DISA</u>	<u>DMA</u>
d d	110	18	18	18	6	21	4	5	4	3	3	3	3	1	1	1	1
	65	9	9	9	5	17	0	4	2	1	1	1	4	1	1	1	0
	32	5	5	5	2	11	0	1	2	0	0	0	0	0	1	0	0
ig d	32	5	5	5	3	10	0	1	2	0	0	0	0	0	1	0	0
ate d	15	3	3	3	2	4	0	0	0	0	0	0	0	0	0	0	0
d	65	9	9	9	5	17	0	4	2	1	1	1	4	1	1	1	0

**8.1. Plan Distribution Requirements.**

Supersedes AFR 28-2, 1 August 1989; AFR 28-3,  
30 June 1986; and AFR 28-6, 15 March 1985.  
OPR: HQ USAF/XOXW (Maj Don Jackson)

Certified by: HQ USAF/XOX (Col George N. Williams)  
Pages: 719 /Distribution: F

Type of Plan: OPERATIONS PLANS SUPPORTING UNIFIED COMMAND  
CONTINGENCY PLANS<sup>1</sup>

Air Staff OPR: HQ USAF/XOX

Commands								
HQ USAF	AFSOC	AFSPACE	CENTAF	AMC	PACAF	ACC	SOUTHAF	USAFE
<b><u>Agency</u></b>								
XOX	3	3	3	3	3	3	3	3
XOO	2	2	2	2	2	2	2	2
LGX	0	1	1	1	1	1	1	1
LGT	1	1	1	1	1	1	1	1
SCMC	1	1	1	1	1	1	1	1
PE	1	1	1	1	1	1	1	1
INXX	1	1	1	1	1	1	1	1
REO	1	1	1	1	1	1	1	1
IG	1	1	1	1	1	1	1	1
SGHR	1	1	1	1	1	1	1	1
SPX	1	1	1	1	1	1	1	1
MOX	1	1	1	1	1	1	1	1
CEOR	1	1	1	1	1	1	1	1
MW	1	1	1	1	1	1	1	1
AFCOS/ XOOOC (AFEOSC) Ft Ritchie, MD 21719	1	1	1	1	1	1	1	1
<b>Other Agencies</b>								
NGB/XOX	1	1	1	1	1	1	1	1
AFRES/XPX	1	1	1	1	1	1	1	1
DeCA	1	1	1	1	1	1	1	1
AFMPC/DPMY	1	1	1	1	1	1	1	1
AFMWRSA/ MWX	1	1	1	1	1	1	1	1
DFAS/CWX	1	1	1	1	1	1	1	1
AFCESA/DX	1	1	1	1	1	1	1	1
HQ AFSPA/ SPS	1	1	1	1	1	1	1	1
SAF/AAIX	1	1	1	1	1	1	1	1

**NOTE:** <sup>1</sup> Commands not listed in this table will provide copies to agencies as requested in writing.

**Figure 8.2. Distribution Table for Operation Plans Supporting Unified Command Contingency Plans.**

Plans:		CIVIL DISTURBANCE										Air Staff OPR:		HQ USAF/XOX	
		Commands													
	AFC4A	AFMC	AFRES	AFSOC	AFSPACE	ARPC	AETC	CENTAF	AIA	AMC	PACAF	ACC	SOUTHAF	USAFA	USAFE
	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
	0	1	1	1	1	0	1	1	1	1	1	1	1	0	1
	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
	0	0	1	1	0	1	0	1	0	1	1	1	1	1	1
	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
	0	0	1	1	0	1	1	1	0	1	1	1	1	0	
IX	0	0	1	1	0	1	1	1	0	1	1	1	1	0	

.3. Distribution Table for Civil Disturbance Plans.

Type of Plan: MAJCOM PLANS SUPPORTING USAF WMP (if developed)

Air Staff OPR: HQ USAF/XOX

Commands															
HQ															
USAF	AFC4A	AFMC	AFRES	AFSOC	AFSPACE	ARPC	AETC	CENTAF	AIA	AMC	PACAF	ACC	SOUTHAF	USAFA	USAFE
Agency															
XOX	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
XOO	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
LGX	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
LGT	1	1	1	1	1	0	1	1	1	1	1	1	0	0	1
SCMC	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0
PE	0	0	0	0	0	0	0	1	1	1	1	1	1	0	1
REO	1	1	1	1	1	1	0	0	1	1	0	1	1	0	0
SGHR	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
SPX	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
MW	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
IGS	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
DPXC	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0
CEOR	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
INXX	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
AFCOS/	1	0	1	0	1	0	1	1	1	1	1	1	1	11	
XOOOC (AFEOSC) Ft Ritchie, MD 21719															
Other Agencies															
NGB/XOX	1	1	1	1	1	1	1	1	1	1	1	1	1	0	1
AFRES/															
XPX	1	1	1	1	1	1	0	0	1	1	0	1	1	0	0
DFAS/															
CWX	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
DeCA	0	0	0	1	1	0	0	1	0	0	1	1	1	0	1
AFCESA/															
DX	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
AFMPC/															
DPMY	0	0	0	1	1	0	0	1	0	1	1	0	1	0	1
HQ AFSPA/															
SPS	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
AFMW RSA/															
MWX	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1

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## Chapter 9

### THE FUNCTIONAL AREA MANAGER (FAM) ROLE IN OPERATIONS PLANNING

**Section A--Introduction.** The FAMs play a significant part in the USAF operation planning process. They are responsible for developing and managing planning and execution requirements, through standard UTC and TPFDD development, to support all possible wartime contingencies. Continuous involvement in the war planning process is essential to accomplishing the Air Force's wartime mission. This chapter outlines the specific roles that FAMs play in the planning process.

#### **Section B--The FAM**

**9.1. Definition.** The FAM is that individual or designated agency that is responsible for the management and planning of all personnel and equipment within a specific functional discipline to support wartime contingencies. (see figure 9.1) FAMs are responsible for issuing planning guidance to the members of their functional area concerning doctrine, employment, deployment, and configurations. The FAM is responsible to ensure the functional requirements to support employing combat forces are adequate and documented in TPFDDs. The FAM is also responsible to ensure their functional area is capable of sustaining contributions to Air Force missions not only at employment locations, but at home stations and all necessary points in between. Finally the FAM is responsible for managing individual functional UTCs to include numbers of UTCs tasked, wartime configurations, and response times. All deployable personnel and their associated equipment fall under the control of a FAM.

**9.2. Who is the FAM?** At each level of responsibility (Air Staff, MAJCOM, Component, FOA, and Unit) the FAM should be one of the most knowledgeable and experienced persons within the functional area and should have a primary duty as the war planner. Unfortunately, many functional areas treat war planning as an additional duty and assign those responsibilities to the junior ranking individual or lesser experienced personnel. This does a great disservice to the functional

area and to the effectiveness of war planning since the FAMs' war planning actions can directly impact the lives and activities of thousands of individuals throughout the Air Force. Poorly executed FAM responsibilities during peacetime could also mean mission failure during wartime.

#### **Section C--FAM War Planning Responsibilities**

**9.3. General Responsibilities.** Within the planning process, the FAMs at each level are concerned with the same broad planning areas. However, the specific activities which are accomplished at each level are significantly different. General planning areas involved include:

- Functional planning guidance.
- Asset management.
- Tracking unit tasking.
- OPLAN development and execution.
- En route support to sustain functional capabilities deployed to an operation.
- Continuing functional support at home stations for both continuing in-place missions and support for deployed forces.

**9.3.1. Functional Planning Guidance.** The functional planning guidance takes many forms including Joint planning publications, this manual, other functional area specific instructions, and the WMP-1. In general, the Air Staff publishes, the MAJCOM/Components/FOAs supplement, coordinate, and implement, and the unit interprets, reports, and executes. Specific responsibilities exist at each level within the functional planning guidance area.



9.3.2. **Asset Management.** Management of functional areas' wartime assets is one of the most critical aspects of the FAMs' responsibilities. Knowing the availability and readiness status of the functional assets is essential to planning, programming, and execution.

9.3.3. **Unit Tasking.** Air Staff FAMs are the ultimate authority concerning the availability of functional UTCs for potential OPLAN contingencies. The MAJCOM/FOA FAM's UTC availability, and its documentation within the AF UTC Availability Summary and the WMP-3 is a valid wartime tasking for worldwide contingency operations, regardless of whether a tasked UTC is sourced in an OPLAN during the deliberate planning cycle. Since a FAM's UTC availability constitutes a tasking, units should be manned, trained, and equipped to maintain the tasked capability. DOC statements, for units that report in SORTS, and OPLANs are capability documents, and as such, reflect the capability that units are expected to have at execution, barring any unforeseen program changes.

9.3.4. **OPLAN Development and Execution.** FAMs are a vital link in the OPLAN development and execution process. They provide the detailed expertise needed to ensure that combat forces are properly supported for any level of contingency, and participate in both the requirements determination and sourcing validation process. While the depth of participation varies from functional area to functional area, the basic responsibilities are the same for each. Responsibilities are identified in each of the above categories: Planning Guidance, Asset Management, Unit Tasking, and OPLAN Development or Execution.

**9.4. Air Staff FAMs.** The Air Staff FAMs represent the highest level of functional management responsibility. These individuals are responsible for all of the wartime planning policies and procedures that affect the entire functional area. Some functional areas, such as security police and civil engineering, delegate the majority of the management responsibilities to specific field operating agencies (FOAs) while retaining the overall functional responsibility. When acting in the role of FAM, these FOAs act in the same authority as a regular Air Staff FAM. They oversee all aspects of the planning process including asset management, requirements determination, and force availability and must fully understand the responsibilities of both the supported and supporting command functional planners.

9.4.1. Planning Guidance responsibilities of Air Staff FAMs are:

9.4.1.1. Reviewing Joint Operations Planning and Execution System (JOPES) documents to ensure that Air

Force functional planning concerns are properly addressed. The JOPES documents are the root documents for OPLAN development and execution process.

9.4.1.2. Reviewing the Joint Strategic Capabilities Plan (JSCP) basic volume and supporting functional annexes to identify changes in strategy, planning concepts, force apportionment, and joint planning guidance which might affect your functional area. The JSCP outlines the planning tasks which must be supported for each planning cycle.

9.4.1.3. Updating the USAF WMP-1 functional planning guidance for each deliberate planning cycle. The WMP-1 functional chapter conveys the specific functional planning guidance which will be used by all Air Force planners for both deliberate and execution planning purposes.

9.4.1.4. Reviewing and recommending changes to this manual, which provides enduring planning guidance for each functional area and serves as the foundation for the information that is entered into the WMP-1. The OPLAN formats contained in Attachment 2 expand upon the OPLAN formats contained in JOPES, Volume 2, and provide considerations unique to Air Force OPLANs.

9.4.1.5. Ensuring that the Air Force functional area instructions and directives contain adequate guidance to direct the wartime functions for the given functional area.

9.4.2. Asset Management responsibilities of Air Staff FAMs are:

9.4.2.1. Ensuring that all military personnel within the functional area have a wartime mission and role.

9.4.2.2. Reviewing wartime operational requirements to ensure that UTC configurations and mission capabilities support the wartime tasking. When necessary, direct changes to the configurations. When evolving requirements exceed the functional capabilities within the Air Force, ensure that appropriate programming actions are initiated to correct the situation. If programming actions are not taken, then changes in the functional area's concept of operations may be required to compensate for functional shortfalls.

9.4.2.3. Completing MEFPK responsibilities given in Chapter 6.

9.4.3. Unit tasking responsibilities of Air Staff FAMs are:

9.4.3.1. Establishing requirements for specific MAJCOMs/Components/FOAs to configure and make available specific numbers of UTCs for contingency planning. This task can be formally provided to each MAJCOM by letter or message. For some functional areas, the Air Staff FAMs' validation of the UTC availability list submitted for inclusion in the AF UTC Availability Summary and the WMP-3, Part 2 is sufficient for establishing individual UTC tasking.

9.4.3.2. Formally notifying affected MAJCOMs when tasking changes occur out of cycle due to reorganizations, equipment changes, or other reasons. Ensure that new tasking is clearly identified to each MAJCOM.

9.4.3.3. Documenting the functional UTC availability levied on each MAJCOM within the WMP-3, Part 2 at the beginning of each cycle. Significant changes that occur out of cycle must be identified to the appropriate planning agencies.

9.4.3.4. Reviewing all OPLAN TPFDDs during the force requirements determination stages to ensure that the functional UTCs are being properly used, that the tasking will be consistent with UTC Mission Capabilities Statements, and that no unit is over tasked.

9.4.3.5. Reviewing all OPLAN TPFDDs after sourcing to ensure that MAJCOM UTC requirements correlate to the numbers tasked to each MAJCOM.

9.4.3.6. Evaluating the final sourced OPLAN TPFDDs of all plans sourced during the planning cycle to determine functional UTC shortfalls and overages. Where significant shortfalls exist, initiate actions to correct the situation in future planning cycles. Actions may include programming for additional functional assets, adding additional training for existing personnel, directing MAJCOMs/Components/FOAs to reconfigure units to different UTCs to balance the functional capabilities, or simply tasking MAJCOMs/Components/FOAs for additional UTCs from existing assets. Where overages exist, consider military to civilian conversion, but only after thorough analysis and staffing.

9.4.4. OPLAN development/execution responsibilities of Air Staff FAMs are:

9.4.4.1. Assisting in the development of the UTC apportionment contained in the WMP-3, Part 2. The Air Staff FAM recommends an apportionment based on the planning tasks contained in the JSCP and that is proportional to the combat forces apportioned in the WMP-3, Part 1. The apportionment process dictates that

the Air Staff FAM be familiar with the general employment concepts and environments of all of the supported commands.

9.4.4.2. Ensuring that the supported command FAMs properly apply the functional planning guidance contained in the WMP-1 and other functional guidance documents in developing the OPLAN TPFDD functional requirements in preparation for sourcing.

9.4.4.3. Participating as a member of the Air Force Crisis Action Team during contingency operations. As the functional expert and the central point of contact for the functional area, the Air Staff FAM maintains a continuous liaison with the MAJCOM/Component/FOA FAMs.

9.4.5. AF/XOXW will maintain a list of Air Staff FAMs in the Worldwide Military Command and Control System (WWMCCS). Instructions on accessing the list will be placed in the Plan 9395 teleconference.

## **9.5. Force Providing MAJCOM/FOA FAMs:**

9.5.1. The force providing MAJCOM/FOA FAMs are the middle-persons in the planning process. They respond to the Air Staff taskings and guidance and relay appropriate taskings to the functional units in the field. They also coordinate with the other FAMs on all wartime matters which affect their functional units. The force providing FAMs task specific units to fill TPFDD requirements during deliberate and crisis action planning. The FAMs, through their MAJCOM/FOA DCSs (or equivalent), are the sole authority for changing or deleting tasking for any unit in their chain of command. They are also the accountant of the planning process, keep close track of the availability of forces and equipment, and provide their UTC availability to the MAJCOM/FOA war planners, as well as tracking their readiness status and training levels.

9.5.2. Planning guidance responsibilities of force providing MAJCOM/FOA FAMs are:

9.5.2.1. Reviewing and understanding the JOPES documents and procedures, and recommending changes to the Air Staff functional counterpart. The FAM must be prepared to comply with the planning and execution procedures outlined in these documents.

9.5.2.2. Ensuring that the functional area wartime concept of operations supports the strategy and tasks outlined in the JSCP. They develop functional area wartime requirements to support the JSCP planning tasks. Supporting commands review the JSCP to ensure that functional area resources, training, and readiness

support the spectrum of the wartime taskings outlined in the JSCP.

9.5.2.3. Complying with the planning guidance contained in the WMP-1. Supported commands develop the OPLAN functional requirements according to the WMP-1.

9.5.2.4. Participating in the planning process as dictated within this manual.

9.5.2.5. Ensuring all supporting responsibilities for environmental protection and compliance are identified and included within each functional planning guidance area.

9.5.3. Asset management responsibilities of force providing MAJCOM/FOA FAMs are:

9.5.3.1. Ensuring that the maximum military personnel are made available for wartime deployment contingency taskings consistent with available training resources, equipment, and skill availability's.

9.5.3.2. Monitoring the readiness status of all functional units on a continuous basis. Initiate measures to correct deficiencies within affected units. Forward recommendations to the Air Staff FAM for those deficiencies which cannot be corrected with MAJCOM/FOA resources.

9.5.3.3. Reviewing UTC availability when MAJCOM/FOA war planners have received a formal request from AF/XOXW. This does not prevent FAMs from determining UTC availability any time they deem necessary. MAJCOM/FOA FAMs will:

9.5.3.3.1. Compare each functional UTC with unit UMDs to determine availability of each UTC.

9.5.3.3.2. Notify units by formal letter of the UTCs they are required to provide based on UTC/UMD comparison.

9.5.3.3.3. Notify Air Staff and MAJCOM XPs. Prepare formal letter containing a list of all available UTCs, coordinated through owning MAJCOM/FOA logistics and manpower offices, and forward to the Air Staff FAM and to the MAJCOM war planner. **NOTE:** MAJCOM/FOA war plans offices will forward their total UTC availability list to AF/XOXW for inclusion into the Air Force UTC Availability Summary and the WMP-3, Part 2.

9.5.3.3.4. Notify Air Staff FAMs of any changes to availability due to reorganizations, conversions,

deactivations, etc., and notify MAJCOM/FOA war planners, who in-turn will notify AF/XOXW.

9.5.3.4. At the initial indication of a crisis, reviewing the UTC availability listing and comparing the availability against the current unit SORTS report, if applicable. Advise the Air Staff FAM and MAJCOM/FOA war plans OPR when significant changes in availability occur.

9.5.3.5. Prioritizing units for receipt of mobility equipment when insufficient quantities are available to satisfy all units' mobility equipment requirements. Prioritization should be based on the guidance contained within the Defense Planning Guidance and the WMP-1.

9.5.3.6. Completing MEFPK responsibilities given in Chapter 6.

9.5.4. Unit tasking responsibilities of MAJCOM/FOA FAMs are:

9.5.4.1. Identifying units within the MAJCOM/FOA for specific numbers and types of UTCs for contingency planning. These UTC availability lists will be provided by letter or message to the Air Staff FAM and the MAJCOM/FOA war planners.

9.5.4.2. Ensuring that each unit's DOC statement reflects the primary UTCs a unit is capable of providing. Sub-UTCs derived from a primary UTC need not be reflected.

9.5.4.3. Notifying the Air Staff FAM and the MAJCOM/FOA war plans OPR when significant changes in the UTC availability listing occur due to reorganizations, deactivations, or other force structure changes.

9.5.4.4. Notifying the supported command FAM and MAJCOM/FOA war plans OPR when units that are sourced to that command's OPLAN TPFDD can no longer fill the tasking.

9.5.4.5. Offering the maximum number of UTCs for contingency planning and inclusion in the WMP-3, Part 2, consistent with any critical CONUS wartime requirements which are not supportable through the use of civilian or contractor resources.

9.5.5. OPLAN development/execution responsibilities of MAJCOM/FOA FAMs are:

9.5.5.1. Developing force support requirements according to the WMP-1 and functional planning guidance for each tasked OPLAN TPFDD as the supported command. The supported command FAMs must respond to the tasking of the MAJCOM/FOA war planners to provide the information in a timely manner to meet the requirements of the Joint planning process.

9.5.5.2. Since the war planner is virtually the only individual that has oversight over the total TPFDD planning information, the war planner will physically source the UTC requirements at Sourcing Conferences. The FAM will validate the war planner's sourcing of each OPLAN TPFDD during supporting command review.

9.5.5.3. Notifying the Air Staff FAM during contingency execution when the MAJCOM/FOA is unable to source tasked requirements from available UTCs.

9.5.5.4. Validating the accuracy of the information for each sourced UTC requirement. Where UTCs have been tailored or the UTC requirement has been fragmented, the MAJCOM/FOA FAM manager must ensure that the proper modified tasking information is available in COMPES before passing the tasking to the sourced unit. In extreme cases, the tailored information may be passed to the tasked unit over any secure means.

9.5.5.5. Resolving tasking problems that are identified by units during TPFDD execution. Actions may include substituting units, requesting a deployment delay, or referring the tasking back to the Component FAM for tasking to another MAJCOM/FOA.

9.5.5.6. Maintaining a current listing of the MAJCOM functional UTCs that reflect which units/UTCs have been tasked and which are still available for tasking. The Air Staff/Component functional manager must be advised as changes in the availability occur during the plan execution.

## 9.6. Air Force Component Command FAMs:

9.6.1. The Air Force component command FAMs are an integral part of the deliberate planning process. Although not directly in the chain with Air Staff/MAJCOM/FOA/Unit FAMs, it is imperative that the component FAMs maintain contact with like FAMs at all levels to maintain continuity. Some component FAMs perform the duties of a supported command in addition to those of a MAJCOM. They should review the MAJCOM FAM responsibilities in addition to the following:

9.6.1.1. Air Force component command FAMs' major responsibility lies in the OPLAN development arena and are responsible for determining functional area requirements at each wartime beddown location in the component's portion of the TPFDD.

9.6.1.2. The Core UTC Packages (see Chapter 5) will be used as the "foundation" and starting point for building requirements at each wartime beddown location. Any requirement, above the Core UTC Packages, will have to be added to TPFDD. UTCs in the Core UTC packages that are not required at a location will initially be placed "on-call". Comply with the UTC apportionments in the WMP-3. Refer to Chapter 4 for detailed TPFDD creation procedures.

**9.7. Unit Level FAMs.** These FAMs are the unit level personnel responsible for the day-to-day management of unit functions. Many of the responsibilities are accomplished with the assistance of other unit agencies such as the logistics, manpower, personnel, or operations plans office. Planning and reporting are important responsibilities of the unit level FAMs.

9.7.1. Planning guidance responsibilities of Unit Level FAMs are:

9.7.1.1. Monitoring and reporting the status of all available UTCs within the functional area. When long-term deficiencies are projected, advise the MAJCOM/FOA FAM. Forward unit deficiencies which are beyond the unit's capability to correct to the MAJCOM/FOA FAM for additional resource support or an adjustment in the unit UTC tasking.

9.7.1.2. Ensuring that the SORTS report correctly identifies the readiness status of the reporting units according to AFI 10-201.

9.7.2. Asset Management responsibilities of Unit Level FAMs are:

9.7.2.1. Configuring and maintaining the functional UTCs as tasked by the MAJCOM/FOA FAM using available unit assets.

9.7.2.2. Notifying the MAJCOM/FOA FAM when UTC tasking cannot be supported due to changes in manning or equipping.

9.7.3. Unit tasking responsibilities of Unit Level FAMs are:

9.7.3.1. Maintaining detailed load plans and mobility rosters for all tasked UTCs according to the appropriate mobility planning instructions.

9.7.3.2. Advising the MAJCOM/FOA FAM when the unit cannot fulfill any UTC tasking levied on the unit, when the unit cannot respond within the unit's DOC response times, or when the unit can no longer provide a particular UTC.

9.7.3.3. Executing the deployment portion of any TPFDD and deployment manning document tasking according to the applicable instructions and procedures.

#### **Section D--FAM Training**

**9.8. FAM Education.** There are currently no formal courses within the Air Force which teach a FAM how to do the job. Each functional area has one or more courses or "school houses" to make the FAM technically proficient in the specific functional skills. The Air Force Contingency Wartime Planning Course (CWPC), held at Maxwell AFB, Alabama, is essential for all new FAMs. The CWPC teaches a broad-brush course on the USAF planning process and structure, which touches on all levels of planning from the NCA down to the base level. Because of the breadth of the material, the course is intended as a detailed introduction to war planning and is a foundation for a person's war planning education. The CWPC is in extremely high demand and may not be available to all personnel who wish to attend. For Air Staff and MAJCOM FAMs, the JOPES user's course is another useful course. While not every FAM will need to be a JOPES terminal user, the JOPES course familiarizes the user with the WWMCCS capabilities, the JOPES terminology and processes, and the information which is available within the JOPES system which can ease the FAM's workload. The JOPES user's course also provides instruction in the use of specific functional area planning software, such as Medical Planning and Civil Engineering Planning.

**9.9. FAM Reading.** The majority of a FAM's education must be obtained through reading. Not all publications are available at each level. The Joint publications are

generally only available to the Air Staff and MAJCOM level, as are some of the Air Staff publications. The majority of the information that unit level FAM needs to know is contained in Air Force instructions and publications, as well as specific planning guidance provided by MAJCOMs. The following publications are essential reading for Air Staff and MAJCOM/FOA FAMs:

9.9.1. *Defense Planning Guidance.*

9.9.2. CJCS Memorandum of Policy No. 60, *Release Procedures or JCS Papers and Information.*

9.9.3. *Joint Strategic Capabilities Plan* and separate functional Annexes.

9.9.4. *Joint Operation Planning and Execution System*, Volumes 1-3.

9.9.5. *USAF War and Mobilization Plan*, Volume 1, Basic Plan.

9.9.6. AFRD 38-1, *Organization Policy and Guidance.*

9.9.7. AFRD 38-2, *Manpower Policies and Procedures, Wartime Manpower Planning and Programming.*

9.9.8. AFI 10-201, *Status of Resources and Training Systems.*

9.9.9. AFI 10-215, *Personnel Support for Contingency Operations (PERSCO).*

9.9.10. AFI 10-217, *Resource Augmentation Duty (READY) Program.*

9.9.11. AFI 10-402, *Mobilization Planning.*

9.9.12. AFI 10-403, *Deployment Planning.*

9.9.13. AFI 10-404, *Base Support Planning.*

9.9.14. AFI 36-507, *Mobilization of the Civilian Work Force.*



<u>Function</u>	<u>Functional Area OPR</u>	<u>Function</u>	<u>Functional Area OPR</u>
Aviation	HQ USAF/XOXW	Maintenance	HQ USAF/LGMM
Air Base Operability	HQ USAF/CEOR & AFCESA/DX	Manpower	HQ USAF/PER
AF Reserve	HQ USAF/REOO & HQ AFRES/XPX	Medical	HQ USAF/SGHR
Air National Guard	NGB/XOX	Mapping, Charting, and Geodesy	497 IG/INTB
Airspace and ATC	AFFSA/XVW	MWR & Services	HQ USAF/MWX
Air Rescue	HQ USAF/XOFC	Munitions	HQ USAF/LGMW
Aerial Port	HQ USAF/LGTX	Personnel	HQ USAF/DPXC
Chaplain	HQ USAF/HCX	Postal	SAF/AAIX
Civil Engineering	HQ USAF/CEOR & AFCESA/DXS	Public Affairs	SAF/PAR
Combat Support	HQ USAF/PER	Safety	HQ USAF/SE
Comm-Computers	HQ USAF/SCMT	Security Police	HQ USAF/SPX
Comptroller	SAF/FMPC	Space	HQ USAF/XOFS
Contracting	HQ USAF/AQCO	Special Investigations and Counter-Intelligence	SAF/IGV & H Q AFOSI/XOX
Disaster Preparedness	HQ USAF/CEOR & AFCESA/DXS	Supply	HQ USAF/LGSS
Explosive Ordnance Disposal	HQ USAF/CEOR & AFCESA/DX	Tactical Air Control	HQ USAF/XOFI
Fuels	HQ USAF/LGSS	Technical Reconnaissance	HQ USAF/INXY
Headquarters Augmentation	HQ USAF/PER	Transportation	HQ USAF/LGTX
History	HQ USAF/HO	Troop Subsistence & Readiness (PRIME FARE)	DECA/MW-TS
Intelligence	HQ USAF/INXX	Visual Information	HQ USAF/SCMV
Information Management	SAF/AAIX	Weather	HQ USAF/XOWP
Judge Advocate	HQ USAF/JAX		

Figure 9.1. Functional Area OPRs.

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## Chapter 10

### INTELLIGENCE PLANNING

**10.1. Discussion of the Intelligence Planning Function.** Intelligence planning must support the full spectrum of war planning. This chapter explains the process of preparing the Intelligence Estimate of the Situation and inputs to OPLANs and CONPLANs.

**10.2. Preparing the Intelligence Estimate of the Situation:**

10.2.1. The Intelligence Estimate is intended to provide the commander with information about the enemy that is comparable to that provided by other staff agencies about the commander's own forces, including enemy vulnerabilities, center of gravity, offensive and defensive capabilities, and courses of action available to the enemy. Using this information, the commander can establish logically the courses of action available to the enemy and then select the course of action that best supports the command mission and objectives.

10.2.2. The command planning decision process can involve both formal (deliberate planning) and informal (crisis action) intelligence estimates. When the process is formal, the outline in Attachment 4, Figure A4.4. may be used to develop the estimate. It may also be used as a checklist to prepare the informal estimates. The administrative details of the format conform to JOPES OPLAN format for ease of converting the estimate to an OPLAN annex. Although the format may be adjusted as necessary, the paragraph numbers and headings shown in the figure should be used for standardization. In the informal (crisis planning) process, the intelligence estimate of the situation may be a fluid or dynamic product, often in briefings and reports, vice the formal attachment format. In either case, the Intelligence Estimate of the Situation must be tailored and present that information needed to execute the OPLAN or CONPLAN it supports.

**10.3. Preparing Annexes to OPLANs and CONPLANs:**

10.3.1. **Intelligence Participation in OPLAN Development.** At each step in the planning process, the intelligence staff performs a specific task to help the commander carry out that planning phase. After the commander's concept of operations (CONOPS) has been developed, the next step is to compile and issue the

formal directive (that is, the OPLAN). The intelligence staff has three primary interests in the content of the OPLAN.

10.3.1.1. To ensure that it accurately provides all information about the enemy and area of operations which commanders need to know in order to carry out their own parts of the operation successfully.

10.3.1.2. To list Essential Elements of Information (EEI) needed for the plan, both to satisfy those requirements existing prior to implementation and to evaluate the success of the plan following execution.

10.3.1.3. To establish a CONOPS for intelligence support. This CONOPS must address organizational arrangements, information flow, and systems and personnel employment.

10.3.2. **Content Requirements for Intelligence Annexes.** An intelligence annex should be developed for each OPLAN requiring intelligence support.

10.3.2.1. OPLANs, by their very nature, require complete, well-developed intelligence annexes which reflect the substantive intelligence required to support a specific mission. They must give specific guidance for tasking, directing, and coordinating the intelligence actions needed to support the collection, exploitation, processing, analysis, dissemination and timely application of intelligence to the planned operation.

10.3.2.2. On the other hand, CONPLANs are less rigid and less specific, and consequently do not require fully developed intelligence annexes. They do require complete intelligence participation since the decision to expand a CONPLAN into an OPLAN or OPORD is usually made in response to a change in the intelligence situation. This situation should be completely developed in the basic CONPLAN (as shown in Attachment 3, Figures A3.1. through A3.7.) or, if more appropriate, in the Intelligence Annex.

**10.3.3. Format and Content of Intelligence Annexes:**

10.3.3.1. An outline and an explanation for the development of the Intelligence Annex is shown in Attachment 2, Figures A2.13. through A2.25. While this



format may be adapted as necessary, the standard paragraph headings should be used for consistency and ready reference. When certain paragraphs do not concern the particular mission, the words "not applicable" should be placed after the headings. The proper entry for a paragraph may also be simply a reference to an appendix. An appendix should be developed when the information:

10.3.3.1.1. Is highly specialized (imagery requirements, SIGINT, target list, release policy, etc.) or is so extensive that its inclusion in the annex would hinder easy use of the document. The sample formats shown in Attachment 2, Figures A2.14. through A2.25. should be used for appendices.

10.3.3.1.2. Is of a higher classification than the classification required for the basic plan or annex. In this case and in Paragraph 10.3.3, the appendix or attachment would be issued separately from the basic OPLAN. This is reflected in the OPLAN Table of Contents.

10.3.3.1.3. Is so sensitive that it requires a more limited distribution than the distribution made for the basic plan or annex.

10.3.3.2. Since the substantive data required for the Intelligence Annex is frequently of a dynamic nature and is subject to constant change, the annex may refer to other recurring intelligence documents, reports, and data bases containing such perishable data, as well as to documents that contain detailed, lengthy statistical information (such as the performance characteristics of

enemy military equipment). Regardless of which procedure is used (inclusion or referencing), the substantive intelligence portions (or intelligence annexes and appendices) should fit the preplanning intelligence needs of the entire operations plan. Specifically, detailed intelligence should not be scattered throughout an operations plan since it creates unnecessary and redundant update problems.

10.3.3.3. The annex may cross-reference an annex prepared by another functional element if it contains support information that has an impact on the intelligence function. For instance, the Logistic Annex or plan may be identified as a source for logistic support data pertaining to intelligence activities. If applicable, intelligence planners should give a very brief summary of the support data that appears in the referenced annex.

10.3.3.4. The intelligence planner must always give a short summary statement calling attention to any detailed information in the Intelligence Annex or appendices to be included in other annexes developed by other staff elements.

**10.4. Planning References.** The essential intelligence tasks or procedures that are outlined in other directives and guidance should be referenced in formal planning documentation. Listed references should not contain unnecessary, redundant descriptions of normal procedures. Following the general rule for references, tasked elements and organizations should possess or have ready access to the references listed.

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## Chapter 11

### COUNTER INTELLIGENCE AND SPECIAL INVESTIGATIONS PLANNING

**11.1. Introduction and Scope.** Counterintelligence (CI) is information gathered and activities conducted to protect against espionage, other intelligence activities, sabotage, or assassinations conducted for or on behalf of foreign powers, organizations, or persons, or international terrorist activities. It consists of offensive and defensive activities but does not include personnel, physical, document or communications security programs. Offensive CI is information gathered about, and operations employed against foreign intelligence targeting of personnel, information and resources. Conversely, defensive CI is information gathered and investigations conducted to detect and neutralize or prevent espionage activities and detect and resolve incidents of foreign-directed sabotage, terrorist activities and assassinations. CI complements, but is distinguished from, positive (foreign) activities of foreign intelligence,

i.e., information relating to the capabilities, intentions and activities of foreign powers, organizations or persons, but not including CI except for information on international terrorist activities. As such, CI contributes to operations by protecting personnel, information and resources against clandestine human threats. Moreover, by denying success to the enemy's human intelligence (HUMINT) apparatus and thereby decreasing his ability to use combat power effectively, CI aids in reducing the risks of a command. Special Investigations (SpI) are the collateral criminal, fraud, and investigative services of AFOSI which are designed to protect the combat capabilities of the command. Within the Air Force, the CI/SpI mission is assigned to AFOSI.

**11.2. Counterintelligence Planning.** The goal of CI planning is to counter the spectrum of clandestine human

threats. CI planning begins with the inception of the plan (operations, contingency, exercises or operation order) and continues until the operation is completed. Effective CI planning consists of three phases:

11.2.1. **Phase I.** CI planners evaluate enemy HUMINT, sabotage, subversion and assassination capabilities and relative probability of use. They also evaluate terrorist groups and indigenous anti-American extremists' capabilities to damage or impede operations and estimate the relative probability of use. **NOTE:** The USAF WMP, Vol I, Annex K, *Counterintelligence and Special Investigations*, summarizes the worldwide CI situation. Localized assessments are contained in special AFOSI studies, reports and analyses.

11.2.2. **Phase II.** CI planners estimate the effect of these clandestine capabilities on friendly courses of action and the effectiveness of existing CI measures in countering them.

11.2.3. **Phase III.** CI planners design CI measures for command to carry out based on the conclusions reached in the second phase. The CI measures are incorporated in an appendix to the Intelligence Annex (Appendix 3 to Annex B). The sample format in Attachment 2, Figure A2.16, is a guide for developing Appendix 3 to Annex B for plans written to support air component command plans. AFOSI regions are organized and aligned to provide CI/SpI planning guidance to the MAJCOM and component staff. AFOSI regional plans officers will provide all CI/SpI inputs to MAJCOM plans (Appendix 3 to Annex B). For HQ USAF developed plans and those MAJCOM plans requiring Air Staff coordination, HQ AFOSI will give required CI/SpI inputs through SAF/IGV. Paragraphs 11.3 through 11.9 guide you and list major topics you should cover in Appendix 3 to Annex B.

**11.3. Appendix References.** This listing should include all directives, plans, and annexes pertinent to the assigned CI/SpI mission.

**11.4. Appendix Counterintelligence Mission Paragraph.** This paragraph is used to state the general mission assigned to AFOSI under the component command plans. The paragraph should:

11.4.1. Provide the general objectives and guidance necessary to accomplish the assigned CI/SpI mission.

11.4.2. Identify command responsibilities and reporting procedures to ensure the flow of CI/SpI information to higher, adjacent or subordinate commands.

11.4.3. List the coordination and liaison responsibilities for AFOSI with United States and allied CI/SpI elements or other commands and agencies.

11.4.4. Assess the effect of US statutes, executive orders, DoD directives, and status of forces agreements on CI/SpI activities.

**11.5. Counterintelligence Organization.** Specify the number and approximate size of the AFOSI units required to support the assigned CI/SpI mission to include the organizational structure, and command relationships (i.e., operational control for AFOSI elements in the AO). This planning allows for the flexible structure and use of AFOSI personnel, resources and capabilities. Prepare Tab A to Appendix 3 to Annex B (Tasked AFOSI Unit Designations) depicting the AFOSI command structure in the AO.

**11.6. Counterintelligence Threat.** While the WMP-1, Annex K, addresses the general foreign threat, you should tailor the data in Paragraph 2 of this appendix (Appendix 3 to Annex B) to the plan's area of operations (AO). The paragraph should address the total foreign threat posed to the command resources. Refer to area CI estimates, studies, or special reports prepared by AFOSI.

11.6.1. The espionage analysis should present a clear picture of the capabilities of foreign intelligence services. Specifically it should:

11.6.1.1. Describe the enemy's efforts to penetrate U S and allied military establishments and to exploit weaknesses in safeguarding classified and other defense information.

11.6.1.2. Explain the role of embassies and other official establishments and state how foreign intelligence services use them as an operational base for espionage and other intelligence activities.

11.6.1.3. Discuss the threat in command areas posed by clandestine espionage nets who are equipped with false credentials and who pose as Americans or other nationals.

11.6.2. The threat analysis should discuss the terrorism and sabotage threats in the context of Air Force doctrine and requirements for the security of US Air Force weapons systems from hostile ground threats, as prescribed in AFI 31-101, *Air Force Physical Security Program*.

11.6.2.1. Identify the threat of foreign clandestine attacks for specific war conditions and contingencies and provide the security planners information about foreign

capabilities and possible courses of action to destroy, damage, or impede Air Force mission performance (including any targets of an attack).

11.6.2.2. Consider any threat conditions that may stem from disgruntled and anti-American extremists and terrorists in overseas areas.

11.6.3. Include in subversive summary all aspects of the threat that could or will endanger the command mission or the security of Air Force functions, personnel, and property. Considerations should be given to:

11.6.3.1. Any broad-based efforts in overseas areas to create and exploit anti-American animosities and force restrictions on, or the eviction of US forces and military bases.

11.6.3.2. If appropriate, discuss the role (and threat to the Air Force) of communist parties, front groups, and nationalist and extremist elements.

**11.7. Command and Control.** Identify AFOSI and command coordination requirements peculiar to the CI/SpI activities supporting the plan to include AFOSI coordination requirements for CI/SpI support from, or to other US units or agencies.

**11.8. Counterintelligence Activities.** This section covers specific CI and SpI services provided by AFOSI:

11.8.1. **CI Services.** Identify and provide planning guidance for approving, controlling, coordinating and assigning priorities within these activities:

- CI collections.
- CI investigations.
- Counterespionage, countersabotage, countersubversion, antiterrorism, counter-HUMINT and other special CI operations.
- Protective service operations.
- CI Collections Plan (CICP).

- Defensive security education.
- Liaison.

11.8.2. **Production and Dissemination.** Provide guidance for the analysis, production, and dissemination of CI from all sources.

11.8.3. **SpI Services.** This paragraph sets forth the importance, priorities, and required interface of the following collateral AFOSI SpI services to support the combat and readiness capabilities of the command:

- Criminal investigations and operations.
- Fraud investigations.
- Technical service operations/support.
- Investigative support operations (polygraph, forensics, etc.).

**11.9. Miscellaneous Guidance.** This paragraph includes any necessary guidance not provided elsewhere in the appendix; for example, contingency fund accounting, CI reporting and restrictions, etc.

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## Chapter 12

### COMBAT SEARCH AND RESCUE (CSAR) PLANNING

**12.1. The Mission of Combat Search and Rescue Forces.** Combat Air Forces (CAF) must provide a trained, equipped, and ready combat rescue force to conduct and support US Air Forces and other DoD global

aerospace operations. Combat rescue forces provide CSAR expertise within air operations centers to coordinate and direct forces supporting CSAR operations.

**12.2. CSAR Capabilities.** The primary mission capability is to recover personnel from areas of enemy threat or potentially hostile environments during day or night under varying weather conditions.

12.2.1. A CSAR appendix is required if the operation plan involves US Air Force CAF aircraft and the Operations Annex describes specific tasks or requirements over and above normal CSAR activities. The purpose of the appendix is two-fold; first, it provides the Air Force commander with the capabilities of CSAR units as an integral part of Air Force Combat Air Forces. This appendix should cover such planning factors as number of aircraft, deployment routes, type terrain in the employment area, and prognostic weather conditions.

12.2.2. For compatibility with the Joint Operation Planning System, CSAR operations are described in Annex C, appendix 6, of MAJCOM OPLANs. Appendix 6 is titled Combat Search and Rescue Operations. Items may be deleted, added, or modified to satisfy theater or procedures and planning factors. Planning guidance is included in the sample format. Planners should also refer to Chapter 8 for general OPLAN format guidance. In addition, they should consult Joint Pub 5-03.2.

12.2.3. The logistic planners will work closely with CAF rescue planners to make sure the basic plan covers CSAR force logistic requirements. For additional guidance on personnel and activities supporting or being supported by CSAR forces, Joint Pubs 3-50, 3-50.1, 3-50.2, 3-50.3, and AF Doctrine Document 34 should be referenced.

12.2.4. Operations planners should coordinate anticipated CSAR requirements with the command's CSAR unit commanders to ensure that CSAR coverage is defined by technically qualified CSAR personnel.

**12.3. Command and Control of CSAR Forces.** Combat Air Forces MAJCOMs exercise command, control, and technical supervision over their respective CSAR forces.

12.3.1. For specialized operations, operational control of specific CSAR forces is exercised by the air component commander for CSAR operations within a specified area or theater, or for a specific task. Control of CSAR forces is exercised by the designated Joint Search and Rescue Center Commander (JSRCC) through the Joint Rescue Coordination Center (JRCC), if established, or the Air Force CSAR element of the Air Operations Center. Generally a CAF rescue representative or SAR Liaison Officer is provided to the air component staff to advise the air commander on CSAR matters.

12.3.2. CSAR controllers are usually assigned to the Air Force Search and Rescue Center (SRC) to coordinate and direct search and rescue operations. Forces allocated to the operational control of the air component commander are normally employed as a unit, but are properly integrated with the air operations center(s), providing synergism to CSAR efforts.

12.3.3. Upon completion of the CSAR tasks caused by the unusual situation or contingency, the operational control of the additional forces allocated to CSAR efforts reverts to the commanders exercising control prior to the specific mission/tasks.

**12.4. Preparing the CSAR Appendix.** Following considerations of the various staff estimates, the unified commander decides the course of action to be adopted. Based on that decision, the air component supporting plan including the CSAR appendix is prepared. Theater commanders with an established SRC should coordinate through that agency for planning and directing CSAR operations. When multiple search and rescue centers are employed, they will be under the command of the area Air Component Commander or designated JSRCC. If more forces are needed to prosecute the mission, the JSRCC has direct access to, and liaison with, CSAR forces in adjacent areas to obtain temporary assistance. If augmenting Air Force CSAR forces from external sources are required to support an area plan, the area commander's plan should specify these requirements and sources for JCS review and for coordination of airlift and transportation.

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## Chapter 13

### AIR BASE OPERABILITY PLANNING

**13.1. The Air Base Operability (ABO) Mission.** ABO is the integrated capability needed to maintain air base readiness during contingencies. ABO integrates and coordinates those operations that interact during a contingency to maintain or restore the installation's capability to execute its assigned missions. At the base

level, the Disaster Preparedness Program is the lead function for executing ABO directives, coordinating planning and programming efforts and provides technical expertise concerning Camouflage, Concealment, and Deception (CCD). The civil engineer readiness flight officer will:

13.1.1. Review and prepare plans (command, joint, Air Force, or execution) to ensure ABO planning responsibilities and tasks are properly addressed in Annex C, Appendix 11 (see Attachment 2, figures A2.47. and A2.48. for sample formats). Other functional area managers (security police, medical, etc.) must ensure their respective annexes, plans, equipment, training, and procedures support an integrated ABO mission.

13.1.2. Incorporate functional area capabilities in the command capability assessment to identify ABO shortfalls and advise the CINC, Air Force, and supporting commands on priorities. See AFI 10-212 , *USAF War and Mobilization Plan*, Volume I (WMP-1), Annex L, and the ABO Checklist (see Attachment 5, Paragraph A5.7) for specific planning guidance.

### **13.2. ABO Planning in Support of an Operation Plan.**

ABO planning must ensure functional agencies integrate specific and general measures to sustain operations during a contingency. Commanders will take the appropriate steps to meet the conventional, nuclear, biological, and chemical wartime threats of applicable geographic locations.

**13.3. Passive Defense.** Mitigate the effects of contingencies on operating areas, facilities, and personnel.

**13.3.1. Defensive Construction.** Essential assets must be protected to continue essential services.

13.3.1.1. **Hardening.** Conventional hardening and chemical protection will be based on type of facility and the associated threat area. Design of new construction will incorporate hardening and protection criteria to support ABO requirements. Retrofit of existing facilities will consider the most combat capable method, including the use of expedient methods such as revetments, earth berms, and sandbags.

13.3.1.2. WMP-1, Annex L, provides maximum conventional hardening and chemical protection levels applicable to all USAF facility programming. MAJCOMs should identify specific bases, facilities, and functions for protection. Support utilities (electrical, water, sewage and heating, ventilating, air conditioning) must be provided for each priority or critical facility to be protected.

**13.3.2. Dispersal.** Distribute personnel, resources, and other air base assets to decentralize locations in order to decrease vulnerability during enemy attacks.

#### **13.3.2.1. Operational Support Dispersal:**

13.3.2.1.1. **Peacetime (Prehostilities).** A Base Activity Dispersal Plan will be developed by analyzing all base activities identifying those which should be dispersed to lessen high value target concentration and ensure survivability. Dispersal locations will be prepared to support the activities identified in the Base Activity Dispersal Plan. Items to be considered are degree of protection needed, space required, utility (power and water) demand, communications desired, transportation access, and availability of natural or erected camouflage. The siting of new construction must, if possible, support the Base Activity Dispersal plan to enhance operational survivability.

13.3.2.1.2. **Wartime.** Upon notification of impending hostilities, work centers and other functions identified in the base dispersal plan will be relocated to their preplanned dispersal locations to enhance survivability.

13.3.2.2. **Aircraft Parking Dispersal.** Aircraft (fighter, transport, support) that cannot be sheltered must be dispersed into revetted areas for protection, servicing, or rearming.

13.3.2.3. **Aircraft Launched Dispersal.** Provided sufficient warning is given, launching mission ready or operationally-ready aircraft prior to attack is an effective survival method. Launching of all other unsheltered aircraft should also be considered. Primary considerations are time needed to launch the aircraft, the installation's capability to recover the aircraft after the attack, and the availability of usable alternate launch and recovery surfaces.

13.3.2.4. **Essential Resource Dispersal.** Until hardening protection is provided for all critical facilities, equipment, and supplies, the Base Activity Dispersal Plan will include procedures to disperse essential items to areas protected by revetments.

13.3.2.4.1. **Supply Dispersal.** Critical supply assets not stored in semihardened facilities must be dispersed and provided revetted protection.

13.3.2.4.2. **Munitions Dispersal.** Munitions stored in soft storage facilities must be dispersed into hardened facilities, such as munitions storage igloos or aircraft shelters where available. Munitions in aircraft turn areas which cannot be stored in hardened facilities or aircraft shelters must be provided revetted protection.

13.3.2.4.3. **Cargo Dispersal.** A portion of the cargo will be dispersed off the flightline proper in shelters, revetments, or to areas using camouflaging.

13.3.2.4.4. **Petroleum, Oil, and Lubricants (POL) Dispersal.** POL storage which is not hardened can be enhanced by dispersal. POL trucks not provided hardened shelters will be dispersed into revetted areas or unoccupied aircraft shelters.

13.3.2.4.5. **Aerospace Ground Equipment (AGE) Dispersal.** AGE will be dispersed around the base, preferably into aircraft shelters or revetted dispersal areas.

13.3.2.4.6. **Vehicle Dispersal.** Ready vehicles will be dispersed and revetted when possible.

13.3.2.4.7. **Other Dispersal.** Dispersal of other assets not addressed above, such as water storage, food storage, and construction materials, should be considered.

13.3.3. **Camouflage, Concealment, and Deception (CCD).** CCD reduces the effectiveness of attacking air or ground forces on friendly assets.

13.3.3.1. **Camouflage.** Screening systems need to be employed selectively throughout the base. Employment and type of system (radar-reflective and radar-transparent) need to be considered. Certain areas will most likely require screening during peacetime to enhance concealment efforts in the event of minimum attack warning. Other areas should be identified during preplanning and screening systems employed only during the attack readiness phase. Training on and use of screening devices should be incorporated into routine activities to ensure CCD measures support OPLANs and contingencies. Tonedown efforts and camouflage material employment must be coordinated. Tonedown must be effective from both ground and air observation. Facilities and critical pavement surfaces need to be toned down. Pattern painting can be effectively used to hide critical resources which must be exposed to air observation and frustrate electro-optical acquisition weapon systems. Thermal blankets or other infrared reduction methods can be used on high value targets.

#### 13.3.3.2. **Concealment:**

13.3.3.2.1. **Forestation.** Natural as well as manmade structures can be used to conceal resources. Existing and planned forestation offer excellent concealment. Command posts, maintenance support areas, munitions storage areas, and equipment dispersal areas are prime candidates for concealment with natural vegetation. Forestation should include use of trees, shrubs, and vine type vegetation where consistent with surrounding terrain. Each base should develop procedures to provide concealment of dispersed resources to preclude

highlighting critical resources or actions during time of heightened tension or hostilities.

13.3.3.2.2. **Obscuration.** Obscuration devices, such as smoke generating systems, can be deployed along runways and other critical areas throughout the base. The systems can also be used to obscure anticipated aim points off the base to protect against precision guided weapons. Fixed and mobile systems should be employed to support installation concealment and ground defense force requirements. To gain maximum benefit from obscuration operations, sufficient attack warning and remote initiation capabilities are needed. Climatology at each site must be addressed and considered when emplacing obscuration devices and when employing them so that maximum utility can be achieved and interference with friendly operations can be avoided.

#### 13.3.3.3. **Deception:**

13.3.3.3.1. **Decoys.** A wide range of decoys can be employed to divert attacking aircraft and ground forces from critical assets, forcing the attacker to waste resources while preserving friendly resources. The employment of decoys can be further used to mislead opposing forces on friendly strength, capabilities, or intentions. Available decoys range from silhouettes and two-dimensional designs to deceive low-altitude, high-speed attackers to three-dimensional, high-fidelity designs capable of deceiving radar and thermal sensors, as well as close visual scrutiny. Decoys could include tactical aircraft, fuel bladders, buildings, paved surfaces, surface-to-air missile firing units, and vehicles. Other decoys could also be used to electronically simulate radar transmitters, C<sup>4</sup> facilities, and NAVAIDS. Used effectively, decoys can complicate enemy target acquisition, mislead reconnaissance, and waste munitions. Decoy damage can also be employed to mislead enemy reconnaissance and targeting. To be effective, decoys must be integrated into unit training activities and operations plans to support appropriate contingency and wartime actions. Decoys must be placed in logical locations and moved according to established credible procedures that an enemy has been conditioned to accept. Decoys employed with ABD forces can be used as force effectiveness multipliers by creating the appearance of more defense forces, defenses in-depth, or simulating force concentrations. These concentrations of protective forces can be employed to divert aggressors into kill zones or away from critical targets.

13.3.3.3.2. **Radar Deception.** False radar target generators, to include radar reflectors and jammers, can be effectively used to frustrate radar acquisition and aiming systems on real targets or enhance realism of decoys if required.

13.3.3.3.3. **Electronic Deception.** Signal generators can be employed to enhance the realism of decoy runways, PAD sites, navigational aids, mobile systems (i.e., TACCS) or command and control facilities. The unit must coordinate the use of signal generators with the base tactical deception officer on the deployment of decoys and radar deception systems to provide a credible multisource signature and preclude potential interference with friendly operations.

13.3.4. **Nuclear, Biological, Chemical (NBC) and Conventional Warfare Defense.** Provide individual protection from NBC and conventional weapons effects and detect, avoid, contain, neutralize, or remove NBC contaminants or their effects to continue essential wartime tasks.

13.3.4.1. **Nuclear Warfare Defense.** Personnel must be able to maintain and continue their mission in a radioactive contaminated environment despite the effects of fallout. To meet these requirements, each air base will have reliable detection and warning systems, equipment for specialized teams, fallout protective shelters, exposure control procedures, and decontamination procedures. Vital communications and computer nodes must be protected from electromagnetic pulse (EMP) effects caused by nuclear detonations. Without such protection, we can expect near-total disruption of unhardened systems. Shelter teams must be adequately trained to set up and operate shelters and to monitor personnel radiation exposure levels.

13.3.4.2. **Biological and Chemical Warfare Defense.** Personnel assigned to or identified for deployment to an area with a potential chemical or biological threat must be capable of conducting sustained operations in an NBC environment. Personnel must be provided individual protective equipment and procedures for rest and relief in an open air toxic free area. Units will also have manual and automatic point detectors or alarms for NBC contamination (see USAF WMP-1, Annex J).

13.3.4.3. **Conventional Warfare Defense.** Personnel will be provided individual protective equipment (i.e., helmet, canteen, first aid kit, etc.) and afforded splinter protection from weapons fragments and small arms fire.

**13.4. Recover.** Prevent the spread of damage and restore essential assets to effective use.

13.4.1. **Assessment.** Early initial reconnaissance for assessment is a key part of recovery. All base personnel and organizations have a responsibility to report damage, suspected contamination, and the location of unexploded ordnance to the Survival Recovery Center (SRC) through their respective control centers. Initial cordons must be

established to limit vehicle and pedestrian traffic into hazardous areas and suspected UXO areas. Once the reconnaissance effort has been accomplished, recovery activities are implemented in accordance with SRC established priorities.

13.4.1.1. **Initial Damage Assessment.** Damage assessment methods need to provide the greatest accuracy in the shortest amount of time. These will include prepositioned, tactically sited observation-posts and on-foot reconnaissance teams. If available, on-station helicopter, light aircraft, etc., may replace some of these positions.

13.4.1.2. **Damage Assessment Teams (DAT).** Airfield and building DATs will be composed of explosive ordnance disposal (EOD), civil engineer, C4 personnel, and base augmenters as appropriate. The SRC will direct DATs and NBC contamination survey teams to perform a detailed assessment of areas with the greatest potential for rapidly restoring launch and recovery capability.

13.4.1.3. **Collateral Damage Assessment.** Restoration procedures may require deliberately causing some collateral damage in order to repair an area or structure, lay in new lines, or safe and dispose of UXOs. An estimate of potential collateral damage must be reported to the SRC. Further damage may not be acceptable in certain situations, such as when it would hinder launch and recovery capabilities.

13.4.2. **Explosive Ordnance Disposal (EOD).** Repair and use of operating surfaces are dependent on EOD capabilities to safe and remove UXOs, thus the limits of a recovery clearance and priorities should be coordinated through the SRC commander. In most cases, UXOs will be safed, removed from hard surfaces, or visually marked safe and left in place until time permits removal. Normally the selected surfaces of the minimum operating strip (MOS) and access routes will be cleared of all UXOs. Exact clearance distances will depend on the hazards of the explosive items encountered and the hardened RRR equipment fielded at the base. All personnel in or near the cleared zones must be properly protected. Armor protection and remote or standoff techniques will be used in ordnance clearing when possible. Other EOD tasks must be considered in the prioritization process.

13.4.2.1. **Safing.** This capability will include the ability to render safe any hazardous ordnance to the point that it may be removed or left in place as necessity dictates.

13.4.2.2. **Removal.** The removal of UXO from aircraft operating surfaces will be decided by EOD supervisors. The approximate location of the hole of entry of buried

ordnance will be determined and marked. No attempts will be made to neutralize these bombs until the situation permits. Holes of entry in the interim launch surface will be repaired without bomb removal, unless removal can be accomplished easily; or, EOD determines the hole of entry has a high probability of being an area denial delay fuze munition. Submunitions must be cleared to a location sufficient distance from the launch and recovery surface to preclude collateral damage to aircraft.

**13.4.3. Fire, Crash, and Rescue.** Fire, crash, and rescue operations will be initiated to limit damage to facilities, buildings, and aircraft after hostilities. These efforts will be consistent with previously established priorities and senior installation commander direction.

**13.4.4. Damage Repair.** The airfield repair system must provide the capability to rapidly safe and remove multiple UXOs, repair damage to the selected MOS, and then repair remaining airfield surfaces. This includes repair of craters or spalls and providing NAVAIDS and arresting systems. Any available resources and materials (i.e., crushed stone, AM-2 matting, concrete slabs, and folded fiberglass mats) will be used to repair aircraft operating surfaces. RRR is an inherent USAF mission responsibility- and will normally be performed by USAF personnel using prepositioned equipment and materials. Host nation and other US services support will be requested when requirements exceed local USAF capabilities.

**13.4.4.1. Nuclear, Biological, and Chemical Decontamination.** This capability includes personal and resource contamination avoidance and decontamination. When absolutely necessary and time permits, portions of aircraft, equipment, and facilities needed to continue essential wartime operations will be decontaminated.

Priority of decontamination will be determined by the SRC commander.

**13.4.4.2. Facility Repair and Restoration.** Commanders will make every effort to continue evaluation and repair of key facilities as necessary. Remaining facilities will be repaired or restored in relationship to their contribution to the mission of generating sorties. In all likelihood, the vehicles, materials, and manpower used for repair will also require repair, rest, or restocking and prepositioning in preparation for additional attacks. This should be a prime consideration by the commander when deciding at what point temporary repairs are adequate. Full restoration of base facilities will be contingent upon conditions existing after hostilities.

**13.4.4.3. C4 Systems and ATC Repair.** Necessary C4 Systems and ATC facilities to support sortie generation will be repaired as determined by the senior operations commander.

**13.4.4.4. Key Support Facilities, Utilities, and Services** Remaining facilities, utilities, and services needed to support sortie generation or mission accomplishment will be repaired to a required level as determined by the senior operations commander and previously established priority guidelines.

**13.5. Readiness Training.** Commanders at all levels must ensure their personnel are properly trained to perform their primary wartime skill plus those additional ancillary skills common to all (e.g., tonedown, blackout, NBC defense, and filling sandbags). Personnel should train in peacetime as they fight in wartime. See WMP-1, Annex L.

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## Chapter 14

### COMBAT CAMERA AND VISUAL INFORMATION SUPPORT CENTER DOCUMENTATION

**14.1. Purpose.** The Air Force Combat Camera (COMCAM) and Combat Visual Information Support Center (CVISC) programs provide command authorities at all levels with still imagery, video documentation, graphics and presentations products for operational decision making during armed conflict. In addition, significant events during both peacetime and wartime are also recorded and preserved to provide an enduring record of Air Force activities for historical use and informational purposes. CVISCs provide still photographic and video documentation of all aspects of a wing or squadron's wartime activities both at home

station and the deployed location. Support also includes graphic arts and armament delivery recording (gun and bomb camera) imagery management to include collection and duplication at the squadron level, and distribution to the Air Component Commander.

**14.1.1. Combat Camera Documentation.** Combat camera imagery, acquired using still and motion camera systems, provides command, control, and management authorities, who may not necessarily be on the scene of deployment, with near-real-time imagery to visualize the essence of ongoing activities. Combat camera records of



combat activities are an important, and often only, source of operational and technical imagery and information for decision making at all levels and for informing the public via PA dissemination. Combat camera requirements should not be confused with news media requirements. While combat camera imagery may eventually be used for PA purposes, its primary use is as an operational decision making tool. Combat camera personnel must be allowed access to information and areas which might otherwise be denied to news media personnel. Combat camera personnel must be allowed to photograph all aspects of an operation or event; decisions on classification, sensitivity, or public release may be made afterward through intelligence, operations, and PA staff coordination. Combat camera documentation forces have a regional mission which supports Air Force forces and unified command requirements. As such, combat camera documentation forces are organized in a squadron configuration and operationally integrated into the air component command structure.

**14.1.2. Combat Visual Information Support Center (CVISC).** CVISCs provide still imagery, limited video documentation, graphics and presentations support at wing and squadron levels both at home station and at deployed locations. Support also includes Armament Delivery Recording (ADR) imagery management to include collection and duplication at squadron level with distribution of master material to the ADR theater support team for subsequent distribution to the Air Component Commander. In-place base VI support facilities will normally transition into CVISCs as rapidly as possible upon plan activation. Planners determine how and where at each type of base (main operating base, collocated operating base, bare base, forward operating location, etc.) CVISCs will be established and what support will be provided. CVISCs have a corollary combat camera support mission (video and still photo acquisition, film processing, etc.) which should be specified in the respective OPLAN. CVISCs have an installation level mission and are operationally assigned to the support command.

**14.1.3. Armament Delivery Recording (ADR).** ADR (use of imaging systems including photographic, electro-optical, and electronic image recording methods) showing the delivery and impact of ordnance is the principal, and often the only, source of over the target documentation. The objectives of the ADR program are training, testing, and documentation to provide a high-quality record of tracks and weapons delivery. ADR is an essential and vital source of quality combat camera documentation. Planners must formalize a mechanism that allows weapon systems managers and combat camera theater level ADR units, working as an

integrated team, to meet the requirements of the Air Component Commander and higher authorities.

**14.2. Combat Camera Services Provided.** The Air Combat Camera Service (AIRCCS) is the single manager for combat camera in the Air Force, and provides special mission combat camera forces (video and still media) to support wartime and exercise requirements. If aerial documentation is required, AIRCCS provides aerial qualified video and still photojournalists. AIRCCS can provide the resources to manage for the air component commander the collection, duplication, and distribution of significant ADR imagery. Squadron level CVISCs will augment AIRCCS activities as required.

**14.3. Policy:**

**14.3.1. Operational Integration.** Combat camera documentation forces will have the ability to integrate operationally with air component combat forces. Planners must study the operational concept of the air forces employed in their respective plans to develop a combat camera control structure which effectively integrates with the air component forces. For example in a theater OPLAN, an Air Force combat camera squadron could be formed collocated with a deploying air component headquarters, with detachments collocated with deploying combat wings. In this example, combat camera squadron and detachment commanders would also serve as combat camera staff officers on the respective battle staff, assuring clear and effective lines of operational control. For an OPLAN involving a small joint task force (JTF), an Air Force combat camera organization with a detachment collocated with the air component headquarters and operating locations collocated with Air Force combat units should be created. The intent is to develop an effective and integrated control structure. .

**14.3.2. Release and Classification of Combat Camera Products.** Since combat camera products are used by key decision makers at all levels of command, its classification or sensitivity must not interfere with thorough documentation. Neither security classification, operations security (OPSEC), nor subject sensitivity should preclude combat camera operations. Combat camera products can be classified to any level. AIRCCS is not a releasing authority. Combat camera products are released by the supported commander following a complete security review process. Combat camera is an integral part of Air Force and Joint Operations planning and execution. AFI 33-117, provides specific guidance on the Air Force combat camera program.

**14.3.3. Product Distribution.** Exploitation of combat camera imagery shall be prioritized as follows: on-scene commander; joint task force commander; supported

unified or specified commander; and Joint Combat Camera Center (JCCC) which services the NCA, JCS, DoD, and the military services. This does not imply that combat camera products must go to each level in turn; they may be sent to all users simultaneously.

be during wartime. Combat camera personnel must be full participants exercises, mirroring as close as possible the organization, operational control and command lines, and product support procedures used during wartime.

#### **14.4. Procedures:**

**14.4.1. Tasking and Request Procedures.** OPLAN procedures must clearly state both tasking and request procedures to assure efficient customer support. There is a distinct difference between organizations who have the authority to task combat camera resources and those who can only request services. All taskings must originate at the air component command level or above.

**14.4.2. Joint Combat Camera Operations.** Unified commands are required to designate an officer within the J-3 as the Operations Combat Camera Representative responsible for joint operational control and tasking of combat camera. Planners must incorporate procedures within their respective OPLANs to assure effective support of the unified commanders' joint combat camera requirements.

**14.5. Visual Information and Combat Camera Documentation Appendix to OPLANs.** Planners should follow the sample formats in Attachment 2, Figures A2.49. through A2.53. in preparing a Visual Information and Combat Camera Documentation Appendix to the Operation Annex in OPLANs.

**14.5.1. OPLAN Coordination.** Planners will coordinate the appendix with all other functional areas which may be affected (e.g. ADR procedures with tactical fighter operations). Also planners should review all other applicable annexes and appendices to determine support required by other functions. If no combat camera requirements are contained in other areas of the plan, contact the functional OPRs to assure their requirements are planned for.

**14.5.2. Exercises.** Exercising the CVISC and combat camera missions is essential to the proper training of personnel and testing of their equipment for their wartime mission. Planners must include a combat camera appendix to joint and other training exercise plans. Appendices to exercise plans must be written to realistically employ combat camera forces as they would

**15.1. Requirement for History War Planning.** This chapter addresses the systematic collection of historical data during war and contingency operations. Only through the rapid and comprehensive collection and preservation of historically significant documentation can the Air Force accurately record what happens during war and contingency operations and create the data base for extracting the vital lessons of those operations.

**15.2. Responsibility for History War Planning.** All war and contingency plans must contain a history annex or appendix. Each headquarters producing such plans must outline specific actions to deploy historians and acquire accurate and comprehensive data.

**15.3. Planning Guidance.** Planners must ensure effective history support for war and contingency operations by:

15.3.1. Providing for the rapid deployment of historians to the area of operations simultaneous with the forces themselves to ensure historical coverage from the onset of operations.

15.3.2. Assigning deployed historians to the senior operational commander's immediate staff. Historians require direct access to and the immediate support of the commander to ensure that they: Observe closely the decision-making processes; gain unrestricted access to command posts, operations centers, flightlines, maintenance shops, and other facilities; and see all data required to compile complete and accurate historical records.

15.3.3. Providing for the employment of historians to collect documentation, record unit/installation activities, and regularly forward historical reports in accordance with AFI 84-102. Planners must not assign historians responsibilities that interfere in any way with historians devoting full time and effort to performing their primary duties.

**15.4. History Appendix for a MAJCOM Supporting OPLAN.** A guide for preparing the History Appendix to the Operations Annex of a major air component OPLAN is shown in Attachment 2, figure A2.57. Additional administrative guidance is provided in chapter 8.

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## Chapter 16

### LOGISTICS PLANNING

#### *Section A--General Guidance*

**16.1. Logistics Planning Function.** Logistics planning is essential to support war and contingency operations. Therefore, logistics planners at every level must play an active role in operation planning at the earliest stage. Paragraph 16.19. lists documents related to logistics planning.

**16.2. Use of the USAF War and Mobilization Plan (WMP) in Developing Wartime Logistic Requirements.** The USAF WMP is the major war plan used to assist in determining wartime logistics requirements. That part of the wartime requirement, required in addition to primary operating stocks and mobility equipment to support projected wartime demands until the industrial base can meet the requirement, is known as War Reserve Materiel (WRM).

16.2.1. The data in the USAF WMP, Volumes 4 and 5, and the AFMC WMP, Vol 5 are used as the basis for determining these requirements, subject to these considerations:

16.2.1.1. Applicable D-dates.

16.2.1.2. Procurement lead times.

16.2.1.3. Production capability, both pre- and post-D-day (including surge capability).

16.2.1.4. Existing assets (including substitute items).

16.2.1.5. Maintenance concepts and capability.

16.2.1.6. Transportation capability.

16.2.1.7. Forecast and actual dollar availability and item procurability.

16.2.2. The WMP also serves as the basis for determining construction requirements for storing WRM and for planning industrial readiness and preparedness.

**16.3. USAF WMP, Volume 1, Annex E, Logistics.** The Logistics Annex to the WMP-1 provides support objectives and a common basis for logistic planning to support the forces and activities contained in the WMP. It is organized to align with the major logistics functions. While this annex is primarily for MAJCOM planners, portions may be extracted for the base level.

**16.4. Logistics Planning Responsibilities.** Logistics and operations planning must be done in concert to

identify and refine support requirements and solve problems. It is essential to conduct this planning concurrently during the development of time-phased force and deployment data. Commanders at all levels must integrate operations and logistics planning from the beginning of the planning cycle. Logistic planning for unified and specified commands and joint forces must be carried out concurrently with strategic planning and in advance of tactical planning. Complete and integrated staff coordination permits simultaneous planning to ensure logistics readiness of forces and facilities to support operations.

16.4.1. As an integral function of logistics planning, the operating command must advise HQ AFMC of proposed plan development. If appropriate, the component command of the supported CINC, as part of the TPFDD development, should call a conference of the supporting major commands and HQ AFMC to evaluate logistics supportability and feasibility of the plan.

16.4.2. An additional part of the integrated planning involves reviewing the TPFDD prior to submitting it to a supported CINC as the Air Force position.

#### **16.5. Transportation Planning:**

16.5.1. Transportation should not be the sole reason for taking a specific course of action, but transportation capability is a significant factor in developing the final plan for any operation. A concept of transportation operations that outlines the scheme of anticipated employment of available transportation resources of a plan should be developed early in the planning cycle. This concept, together with appropriate tasking and identification of limiting factors affecting the execution of the transportation mission, could have significant influence on the direction of the total planning effort.

16.5.2. Although the format and guidance in the Mobility and Transportation Appendix (Attachment 2, Figure A2.64.) is not intended to be all inclusive, it provides the basic information and guidance generally required by higher and lower echelon commanders and their staffs, to evaluate and execute transportation planning actions. The appendix may be expanded to meet the specific requirements of the commander and to ensure the completeness of transportation planning.

16.5.3. Air Force plans which support unified command OPLANs involving transportation requirements, are developed in the format shown in Attachment 2, Figure A2.64. and included as Appendix 4 to the Logistics Annex of the plan.

16.5.4. The Mobility and Transportation Appendix should provide specific guidance to:

16.5.4.1. Indicate the concepts for movement and reception of all forces shown in the listing of estimated transportation requirements.

16.5.4.2. Establish the extent to which assigned lift resources can accomplish the movement requirements and indicate the need for airlift or sealift augmentation.

16.5.4.3. Identify facilities to be used in the reception of forces and materiel and to support subsequent operations.

16.5.4.4. Indicate responsibilities of subordinate and supporting commands for the movement of personnel and cargo.

16.5.4.5. Identify limiting factors which could adversely affect mobility operations and indicate, insofar as practical, alternatives which might alleviate their severity.

16.5.4.6. Aggregate and develop total movement requirements.

16.5.5. Total movement requirements must be shown in the TPFDD.

16.5.5.1. Without these requirements, the required transportation capabilities cannot be planned and transportation feasibility of the OPLAN cannot be determined. The feasibility of meeting movement requirements with adequate transport capability may be the critical element in OPLAN development and execution. The TPFDD must account for all movements and ensure they are planned in advance of the operation.

16.5.5.2. These movements include combat and support unit strategic deployments, as well as:

16.5.5.2.1. Deploying replacement and filler personnel.

16.5.5.2.2. Deploying filler shortages of prepositioned war reserve materiel stocks (PWRMS) (such as munitions), and items of equipment required by theater in-place units to make them combat effective (to include in theater stocked pre- or malpositioned assets).

16.5.5.2.3. Transporting resupply cargo with special emphasis on critical items such as aircraft engines and munitions.

16.5.5.2.4. Deploying chemical or nuclear munitions.

16.5.5.2.5. Repositioning PWRS from storage to employment locations.

16.5.5.2.6. Providing medical airlift support for casualty evacuation and moving critical items such as whole blood.

16.5.5.2.7. Providing support for State Department sponsored noncombatant evacuation operations (NEO).

16.5.5.2.8. Planning for the movement of retrograde cargo such as aircraft spares being recycled for depot repair.

16.5.5.3. JOPES ADP capabilities, such as the logistics estimator software, are used to develop some movement requirements. Planners must ensure that use of this automated capability provides a complete and accurate statement of movement requirements which, at a minimum, should include those discussed in Paragraphs 16.5.5.2.1. through 16.5.5.2.8. above. For complete transportation planning, those requirements not produced by automated capability should be added to the TPFDD by the responsible functional agency.

**16.6. JOPESREP LOGFOR Definition and Tailoring Responsibilities in TPFDD Development or Modification.** Each command has a specific unique set of responsibilities for TPFDD development. These responsibilities depend on the present situation, degree of OPLAN development, and whether the commander is executing an existing plan, or is involved in a contingency where the plan must be developed and executed within a time constraint. They also depend on whether the command is supported, or whether it supports another command. The discussion of responsibilities in Paragraphs 16.7. through 16.11. supplements the discussion in Chapter 4.

#### **16.7. OPLAN TPFDD Development:**

16.7.1. During the planning phase, the JOPES TUCHA data for standard UTCs are used to identify force and movement requirements. Tailoring and developing cargo movement requirements are accomplished using COMPES and JOPES. This is normally accomplished to reflect:

16.7.1.1. Inplace equipment (for example, WRM) that does not need to deploy from the CONUS.

16.7.1.2. Movement of cargo from more than one origin to support a UTC (that is, where fragmentation and insert codes have been used).

16.7.1.3. Movements for which the standard UTC is used in the TPFDD but the cargo movement requirements deviate from the standard LOGDET (that is, force indicator code of "1" or "8" is used).

16.7.1.4. Movements for which a nonstandard UTC is used (see Figure 4.1.).

16.7.2. These procedures are used to tailor TPFDD cargo movement requirements:

16.7.2.1. The TPFDD requirements of Air force components of the supported command are developed using standard planning procedures.

16.7.2.2. The unsourced TPFDD file is passed to the supported command DCS Logistics staff which creates a COMPES LOGPLAN Logistics Planning File (LPF). The unsourced TPFDD are also passed to the supporting commands for sourcing.

16.7.2.3. Supporting commands source the TPFDD.

16.7.2.4. The LPF data are distributed by the supported command to each reception base for tailoring.

16.7.2.5. Supporting commands create a command-unique LPF using the same version of LOGDET as the supported command and the sourced TPFDD.

16.7.2.6. Supporting commands distribute their deployment equipment requirements to their tasked (deploying) units.

16.7.2.7. Tasked units verify that required equipment is available for deployment and propose necessary changes or modification to the supporting command headquarters.

16.7.2.8. Tailoring data are passed from each reception base to the supported command headquarters.

16.7.2.9. Tailoring data are passed from the supported command to the supporting commands.

16.7.2.10. Supporting command LPFs are updated with tailoring data from the supported command and changes or modifications from their tasked units.

16.7.2.11. The supporting command updates the TPFDD movement requirements using the COMPES Operations Module (OPSMOD) system.

16.7.2.12. The supporting command passes the sourced and tailored TPFDD and LPF (or tailoring data) to the supported command.

16.7.2.13. The supporting command distributes actual deployment equipment requirements to the deploying units.

16.7.2.14. The supported command merges the sourced TPFDD from the various supporting commands.

16.7.2.15. The supported command merges the supporting command LPF or, using tailoring data from the supporting commands, updates the supported command LPF.

16.7.2.16. The supported command distributes sourced and tailored LPF data to each reception base.

16.7.3. These procedures are used to develop cargo movement requirements for nonstandard UTCs:

16.7.3.1. The Air Force component of the supported command establishes a force requirement in the TPFDD for which no standard UTC will suffice. **NOTE:** Every effort should be made to use standard UTCs, even if tailoring of manpower and equipment results.

16.7.3.2. Once the OPLAN LPF is created, the supported command develops equipment requirements using the COMPES LOGPLAN subsystem.

16.7.3.3. LPF data for each nonstandard UTC are forwarded to the supporting commands for sourcing.

16.7.3.4. The supporting command upgrades the OPLAN LPF to reflect equipment sourcing for the nonstandard UTCs.

16.7.3.5. The procedures in Paragraph 16.7.2. are used to tailor and update the TPFDD.

**16.8. Execution Planning TPFDD.** The amount of tailoring that can be done during execution planning depends on how much time is available. The COMPES system has specific tailoring procedures and record formats. Supporting and supported commands should transmit this tailoring information either by phone or USMTF message format using these procedures:

16.8.1. During execution planning, the previously defined force requirements are compared with the resources and assets available at the intended beddown base or receiving area.

16.8.1.1. When specific assets are available in the receiving area, the supported command must immediately direct the supporting command to eliminate these assets from the actual deployment. The logistics detail (LOGDET) which is stored in the supported

command WWMCCS computer, is used as the baseline of data in this tailoring exercise. This elimination of duplicate assets reduces the movement of excess equipment into the supported area, thereby reducing aerial port workloads and transportation lift requirements.

16.8.1.2. To make sure this process is done rapidly, the major commands should delegate logistic planning and tailoring tasks to a lower echelon; however, the major command must ensure the procedures in this chapter are followed. (See Chapter 4, Section C for more information on command responsibilities.)

16.8.2. If duplicate assets have been identified, the supported command requests tailoring by specific UTC and FRN either by phone or message to the supporting command.

16.8.2.1. The UTCs (and their characteristics) previously assigned and identified for deployment during OPLAN development should exist in a plan-related file.

16.8.2.2. Upon receipt of the supported command request for UTC tailoring, the supporting command must act quickly to direct the deploying unit to tailor its deployment package. The supporting command then notifies the supported command of the action being taken by either phone or return message.

16.8.2.3. After all tailoring actions are completed, the supporting command generates required JOPESREP force movement characteristics data and transmits them to the supported command and to the other addressees specified in the JOPESREP instructions.

**16.9. Logistic Estimate of the Situation.** A logistic estimate of the situation is an appraisal resulting from an orderly examination of the logistic factors that affect optional courses of action. This estimate is prepared at all echelons of command to determine the requirements and capability of supporting various courses of action. It aids the commander in deciding on a proposed course of action, particularly in a large scale contingency operation. See the sample format in Attachment 4, Figure A4.5.

**16.10. The Logistics Annex.** After considering the various staff estimates, including that of logistics, the commander decides on the course of action to be adopted. The logistic staff then prepares its portion of the plan for implementing the commander's decision. This usually becomes the Logistics Annex to the plan, rather than a separate logistics plan.

16.10.1. Use the sample format in Attachment 2, Figure A2.59. for a Logistics Annex to support an operation plan prepared at major command or equivalent level. This format gives detailed instructions on the planning considerations that apply to the paragraphs of the Logistics Annex.

16.10.2. Although this format is intended as a guide, it identifies the logistics information considered essential at HQ USAF and major command level and should, therefore, be followed as closely as possible.

#### **16.11. Determining Logistics Feasibility--MAJCOM Responsibilities:**

16.11.1. The air component commander and supporting MAJCOMs submit comments on logistics support limitations for OPLANs to the unified commander. The air component commander must also send two copies of the comments to HQ USAF DCS Logistics Division of Concepts and Integration, Logistics Plans and Concepts Division (HQ USAF/LGXX), Logistics Readiness Center (LRC), with backup data needed to review the plans and comments, and one copy to the HQ AFMC Operations and Contingency Plans Division (HQ AFMC/XPO).

16.11.2. Using the logistics planning checklist in Attachment 5 as a guide, the component command must identify any logistics limitations that are so great that the required support is beyond the capability of the command and may affect mission accomplishment. Within 60 days after publication of command operation plans, the component command must submit written comments on logistics limitations, together with listings of requirements, assumptions, factors, and methods used to determine the logistic requirements and limitations, to HQ USAF/LGXX with information copies to HQ AFMC/XP.

#### ***Section B--Sustainment Planning***

**16.12. Sustainment Planning (Nonunit-Related Sustainment).** JOPES sustainment planning is used to develop information to estimate materiel movement requirements generated during the operation. This process is used to determine the feasibility of the planned concept of operations and to show the size of the logistics effort required.

16.12.1. Sustainment planning factors are used solely for transportation feasibility analysis. They are used to assess strategic lift requirements when actual requirements cannot be determined. They are not to be considered standards to be used in accomplishing actual movement of materiel in the execution of any plan.

16.12.2. There is a distinction between actual sustainment and JOPES notional sustainment. Actual sustainment begins as soon as forces arrive at employment bases. JOPES notional sustainment, however, is artificially constrained to provide sustainment only after PWRMS are depleted. The PWRMS cutoff day depends on the pre-positioning policy for a given class of supply.

16.12.3. Sustainment planning factors are based on anticipated wartime consumption rates for each class of supply. If actual wartime requirements and sourcing data can be developed by class of supply for a given OPLAN, estimated wartime consumption rates and notional factors are not used. An example of the approach to development and use of actual requirements in lieu of notional factors is presented in Paragraph 16.12.4. below which addresses sustainment planning for air munitions, tanks, racks, adaptors, and pylons (TRAP).

16.12.4. Air munitions and TRAP planning has been facilitated through the use of the wholesale supply system capability to support actual time-phased requirements. To quantify movement requirements of an OPLAN, specific air munitions and TRAP requirements are separately developed by the applicable Air Force component. When specific air munitions and TRAP requirements are developed by required delivery date, information necessary to source the munitions and TRAP is provided to the appropriate commodity manager (ACP Hill or SMCA at Rock Island, IL), in the proper format, by the AF component command. Since actual time-phased air munitions and TRAP requirements can be forecasted, notional factors are not used for air munitions and TRAP sustainment class VA. Notional factors are still required to support LOGSAFE and crisis action no-plan situations when there is not enough time to source actual wartime requirements.

16.12.4.1. Air munitions requirements computation methodologies are outlined in the Nonnuclear Consumables Annual Analysis, Part Two, Section II.

16.12.4.2. The Munitions Planning Division (HQ USAF/XOFW) is the OPR for questions about planning strategic lift of air munitions and TRAP in wartime.

**16.13. Sustainment Planning Responsibilities.** The USAF Wartime Resupply Planning Factors Office (WRPFO) (HQ AFMC/XPO) validates all logistics planning factors developed by Air Force and other DoD organizations. HQ USAF DCS Logistics (HQ USAF/LG) reviews these planning factors to ensure they are consistent with policy guidance. Figure 16.1. identifies OPRs for determining materiel consumption rates and

developing factors for specific JOPES classes and subclasses of supply.



CLASS/ SUBCLASS	ITEM	RESPONSIBLE AGENCY	
I	Subsistence	<b>OPR</b>	Defense Commissary Agency DeCA/MW-TS Kelly AFB TX 78241-6132
IW	Water	<b>OPR</b>	Air Force Civil Engineering Support Agency AFCESA/DX Tyndall AFB FL 32403-5319
	<b>OCR</b>		HQ USAF/CEOR Pentagon Washington DC 20330-1260
II	General Support Items	<b>OPR</b>	HQ Air Force Materiel Command HQ AFMC/XPO Wright-Patterson AFB OH 45433-5750
III	Bulk Petroleum, Oil, and Lubricants for Aircraft	<b>OPR</b>	Energy Management Directorate SA-ALC/SF Kelly AFB TX 78241-5990
		<b>OCR</b>	Detachment 29 SA-ALC/SFM Cameron Station VA 22304-6179
IIIP/IIIW	Package POL/Bulk Petroleum, Oil, and Lubricants for Ground (Surface) Use	<b>OPR</b>	Energy Management Directorate SA-ALC/SF Kelly AFB TX 78241-5990
		<b>OCR</b>	Detachment 29 SA-ALC/SFM Cameron Station VA 22304-6179
IV	Construction and Barrier Materiel	<b>OPR</b>	Air Force Civil Engineering Support Agency AFCESA/DX Tyndall AFB FL 32403-5319
	<b>OCR</b>		HQ USAF/CEOR Pentagon Washington DC 20330-1260
VA	Ammunition (Air)		(See Paragraph 16.12.4.)
VW	Ammunition (Ground) (1) Security Police Air Base Ground Defense Requirements	<b>OPR</b>	Air Force Security Police Agency HQ AFSPA/SPSD Kirtland AFB NM 87117-5664
	(2) Engineering	<b>OPR</b>	Air Force Civil Engineering

**Figure 16.1. Air Force Sustainment Planning Factor Development.**

	(Prime BEEF and RED HORSE) ground defense requirements		Support Agency AFCESA/DX Tyndall AFB FL 32403-5319
		<b>OCR</b>	HQ USAF/CEOR Pentagon Washington DC 20330-1260
VI	Personal Demand Items	<b>OPR</b>	Headquarters Army and Air Force Exchange Service HQ AAFES/PL Dallas TX 75266-1598
VII	Major End Items	<b>OPR</b>	HQ Air Force Materiel Command HQ AFMC/XPO Wright-Patterson AFB OH 45433-5750
VIIJ	TRAP	<b>OPR</b>	(See Para 16.12.4)
VIIIX	Aircraft Engines	<b>OPR</b>	HQ Air Force Materiel Command SA-ALC/LR Kelly AFB TX 7821-6132
VIII	Medical Materiel	<b>OPR</b>	Headquarters United States Air Force HQ USAF/SGHR Bolling AFB DC 20332-5113
VIIIA		<b>OCR</b>	AFMLO/FOCW Fort Detrick MD 21702-5006
VIIIB	Blood	<b>OCR</b>	Headquarters United States Air Force HQ USAF/SGHR Bolling AFB DC 20332-6188
IX	Repair Parts (less medical peculiar repair parts)	<b>OPR</b>	HQ Air Force Materiel Command HQ AFMC/XOXA Wright-Patterson AFB OH 45433-5750
O	Mail	<b>OPR</b>	Military Postal Service Agency Alexandria VA 22331-0006

**Figure 16.1. Continued.**

## 16.13.1. HQ USAF Responsibilities:

16.13.1.1. The Director of Concepts and Integration, Logistics Plans and Concepts Division (HQ USAF/LGXX) provides policy and guidance for managing sustainment planning factors, coordinating proposed sustainment policy changes at HQ USAF, maintaining liaison with the Joint Staff, and coordinating proposed changes in joint operation planning concepts with affected Air Force agencies.

16.13.1.2. The Director of Supply (HQ USAF/LGS) approves changes to US Air Force supply data files.

16.13.2. HQ AFMC Responsibilities. The HQ AFMC Chief of Operations and Contingency Plans Division (XPO) maintains a USAF Wartime Resupply Planning Factors Office (WRPFO) that is the Air Force central manager for development, validation and dissemination of sustainment planning factors. This office provides planners with approved sustainment planning factors for determining logistics support strategic lift requirements based on force structure, length of generation, and other scenario conditions. The WRPFO:

16.13.2.1. Provides functional guidance relative to use, development, computation, validation, and management of sustainment planning factors.

16.13.2.2. Coordinates sustainment planning factor policy decisions.

16.13.2.3. Keeps affected agencies informed on proposed planning factor program changes.

16.13.2.4. Maintains liaison with the respective Air Force collateral managers of classes and subclasses of supply (see Figure 16.1.) and other military services and DoD agencies involved in development and use of sustainment planning factors.

16.13.2.5. Documents lessons learned and maintains audit trails on methods, rationale, and data sources used for development of planning factors.

16.13.2.6. Functions as the lead Air Force activity for updating sustainment planning factors.

16.13.2.7. Validates all Air Force sustainment planning factors prior to their inclusion in the Logistics Factors File (LFF) in JOPES.

16.13.2.8. Transmits sustainment planning data for the Air Force per JCS Pub 1-03.16.

16.13.2.9. Develops new methods and ADPS capabilities to improve data collection and computation of sustainment planning factors.

16.13.2.10. Interacts with other military services, DoD organizations, Air Force MAJCOMs and agencies for data exchange to support existing and improved methods for sustainment planning factor development.

16.13.2.11. Acts as the focal point for developing the capability to link sustainment requirements with wholesale item asset availability.

16.13.2.12. Verify consumption factor updates to the JOPES Logistics Factors File (LFF).

16.13.3. MAJCOM Responsibilities. The MAJCOMs:

16.13.3.1. Assist the WRPFO in computing Air Force sustainment planning factors, in logistics data collection, ADPS development for sustainment planning factors, and interface of ADPS with existing MAJCOM logistics capability assessment models.

16.13.3.2. Provide information to the WRPFO on factor use during field training and command post exercises, operational readiness exercises, JOPES processes, and real world deployments and employments.

16.13.3.3. Provide quantified rationale for changing Air Force factors during TPFDD refinements.

16.13.3.4. Keep the WRPFO apprised of anticipated changes in environmental conditions, theater policies, operational concepts, or mission requirements that may influence planning factors.

16.13.3.5. Provide annual theater multiplier updates to the WRPFO as requested.

16.13.4. Offices of Primary Responsibility. Each DoD agency and Air Force activity which develops sustainment planning factors:

16.13.4.1. Develops methods for logistics data collection and factor computation.

16.13.4.2. Coordinates all sustainment planning factor improvement efforts with the WRPFO.

16.13.4.3. Provides annual updates with computational methodologies, rationale, and supporting documentation to the WRPFO by the end of July. After validation, WRPFO inputs the updated factors to the LFF per JCS Pub 1-03.16.

16.13.4.4. Informs the Air Force WRPFO on proposed policy changes relative to commodity management, authorization tables and wartime consumption factors affecting sustainment planning factors.

16.14. JOPES Classes and Subclasses of Supply. The classes and subclasses of supply are outlined in JCS Pub 1.03.16, Nonunit-related Cargo Supply Class Codes, which is reprinted in AFM 613-1, Volume 1, Part One, Chapter 1, Attachment A-1, Classes of Supply. To effectively develop planning factors and to disseminate them to users, Air Force items must be related to a JOPES class or subclass of supply. The WRPFO is the

Air Force agent responsible for developing policies, procedures, and ADPS capability for converting and updating the Air Force class and subclass of supply file. HQ USAF Supply (HQ USAF/LGS) approval is required before any changes to US Air Force supply data requirement files are made. Maintenance of Class of Supply Reference Data in AFM 613-1 is assigned to HQ AFMC DCS, Logistics (LG).

16.15. Theater Multipliers:

16.15.1. Basic Air Force sustainment planning factors may need to be adjusted for specific theater concept of operations, environmental conditions (climatic or topographic), intensity of combat, duration of operation, mutual support agreements with allies, host nation support, and other in-theater conditions.

16.15.2. Sustainment planning factors for classes of supply are determined using either estimated wartime consumption rates or more definitive usage data on file. The Air Force component identifies to the WRPFO those theater conditions which may necessitate deviation from the basic Air Force sustainment factors. The WRPFO uses these conditions to develop theater multipliers for the affected classes of supply.

16.15.3. Air Force components (USAFE, PACAF, CENTAF, and SOUTHAF) provide the WRPFO annual updates of numeric JOPES theater multipliers. Examples of conditions warranting a different theater multiplier include POL consumption rates differing from the norm for systems operating in extremely cold climates or variances in subsistence requirements for personnel functioning in extremely cold or arid environments. Theater multipliers are documented in WMP-1 and the JOPES Logistics Factors File.

16.16. Planning for Retrograde Movement of Cargo:

16.16.1. Using guidance in JSCP, Annex B, unified and component commanders identify requirements for the use of opportune airlift and sealift to move cargo out of theater, for example, to repair facilities in CONUS or off-shore. (See Attachment 5, Paragraphs A5.8.3.1. through A5.8.3.9.)

16.16.2. Air Force component commanders will identify the Air Force retrograde concept of operations to be used by all Air Force units deployed to the theater in the logistics annex to each OPLAN.

16.17. Wartime and Contingency Responsibilities of MAJCOMs and Air Component Commands:

16.17.1. Establishes a Logistics Readiness Center (LRC) or similar function, if appropriate, to carry out combat support activities with the essential communications links.

16.17.2. Interprets implemented plans and assists in preparation of new Operation Plans (OPLANs) or Concept Plans (CONPLAN).

16.17.3. Coordinates wing deployment actions, activities and resolves problems.

16.17.4. Validates all command level taskings through the logistics functional staff.

16.17.5. Compiles logistics inputs for the Commander's Situation Report (SITREP). Maintains status of critical resources.

16.17.6. Assists in development and delivery of the Logistics Situation Briefing to the Commander's Battle Staff/Crisis Action Team.

16.17.7. Monitors TPFDD execution and beddown of personnel and assets as they arrive at their employment site.

16.17.8. Ensures WRM release activities are accomplished according to AFI 25-101 (AFR 400-24).

16.17.9. Redistributes logistics assets within the command as required.

16.17.10. Assists in the preparation, review, and coordination of logistics reports. The majority of logistics reports, such as Emergency Action Reporting for Logistics Action Reprogramming (EARFLAP) or Petroleum Damage/Deficiency Report (REPOL), will be prepared by other functional team members. The Logistics Plans Controller should review and coordinate the reports for the LRC or similar function. This includes all applicable host country and theater unique reporting requirements (such as those required in NATO by the Logistics Reporting Directive 80-50 series).

16.17.11. Expedites the resolution of logistics problems. Identify and up-channel valid logistical shortfalls and limiting factors (LIMFAC) as they occur and follow up on efforts to resolve problems. Shortfalls and LIMFACs should be reported and included as an action item on the SITREP.

16.17.12. Validate interservice and host nation support arrangements, when appropriate.

16.17.13. Establish a redeployment cell to manage the orderly redeployment of forces, when required.

16.17.14. Provide appropriate input to after-action reports.

16.18. Logistics Planner Responsibilities. A primary responsibility of the logistics planner is combat integration. Combat integration is the process of systematically applying all available resources in the most efficient manner to provide for the full range of support needed to effectively apply combat power. This entails assessing immediate needs and matching support resources to sustain combat operations. Specific responsibilities include:

16.18.1. Logistics Command and Control (LOG C2). LOG C2 is the orderly and efficient direction and application of logistics resources. It includes the following elements:

16.18.1.1. Establishes communication with higher headquarters, host base, home station, and between the deployed location and all other functional areas at the employment location to ensure the rapid flow of information. This is critical to establish initial control of deployed resources and determine on-scene capability to respond to rapidly changing situations. Command and control of the support infrastructure is paramount to successful combat support.

16.18.1.2. Assists in the preparation, review, and coordination of logistics reports, including the SITREP and Status of Resources and Training (SORTS). The majority of logistics reports, such as EARFLAP or REPOL, will be prepared by functional offices of primary responsibility (OPR). The logistics planner should review and coordinate on all reports to be fully informed of all logistics shortfalls and requirements.

16.18.2. Planning and Execution. Planning and execution is the activity of identifying and implementing the specific actions and identifying and applying resources required to support combat operations. It includes the following:

16.18.2.1. Plans and oversees reception activities. Act as the Advanced Echelon (ADVON) focal point for all combat support functions. Establish and supervise a reception infrastructure to receive and beddown forces. Initiate site preparation, assess support capabilities, and allocate available resources.

16.18.2.2. Conducts base support planning. Develop and update the base support planning actions, as defined

by AFI 10-404. Integrate all contingency planning for continuing home base or deployment location missions.

16.18.2.3. Plans, integrates, and executes movement actions for all base (host and tenant) organizations. Develops movement plans for forward, dispersal, evacuation and redeployment plans. Establishes an organizational infrastructure to support redeployment actions using AFI 10-403 and base support planning guidelines.

16.18.2.4. Develops and implements a deployment location draw down plan. Ensures draw down priorities are fully integrated with redeployment. Ensures all draw down actions are accomplished prior to departure when residual forces remain.

16.18.3. Sustainment. Sustainment is the application of the resources needed to maintain contingency combat capabilities from the deployment phase of operations until the return of forces to home station. This encompasses all levels of resource allocation to include manpower, procurement, resupply, and so forth. Establish an activity to integrate combat support requirements to sustain combat operations. This activity will:

16.18.3.1. Integrates combat support activities into a unified and responsive operation. As a principle coordinator for the commander and staff, maintain visibility of available resources, and assess the adequacy of combat support activities to meet operational requirements.

16.18.3.2. Resolves equipment and personnel shortfalls and LIMFACS by coordinating with higher headquarters elements.

16.18.3.3. Resolves problems and expedites resource movement.

16.18.3.4. Maintains standard system data to track and coordinate status, availability, and movement of resources. If standard systems are either unavailable or inoperative, or if additional capabilities are warranted, develop local systems to provide this capability.

16.18.3.5. Reviews reports related to sustain combat support, required by applicable directives, manuals, and instructions for the theater of operations.

16.18.3.6. Administers support agreements to include interservice, and international agreements. Formulates new agreements as required to sustain operations.

16.18.3.7. Coordinates and expedites host nation support, to include but not limited to equipment, facilities, personnel, and services, through the appropriate channels to support operations.

16.19. Policy Guidance for Logistics Planning:

16.19.1. DoD Defense Planning Guidance (DPG).

16.19.2. DoDR 4500.32, *Military Standard Transportation and Movement Procedures*.

16.19.3. JCS Pub 0-2, *Unified Action Armed Forces*.

16.19.4. JCS Pub 1-02, *DOD Dictionary of Military and Associated Terms*.

16.19.5. JCS Pub 1-03.18, *Logistics*.

16.19.6. JCS Pub 1-03.21, *Joint Operation Planning and Execution Reporting System (JOESREP)*.

16.19.7. JCS Pub 1-03.22, *Type Unit Equipment Detail Report*.

16.19.8. JCS Pub 1-03.23, *Transportation Assets Report*.

16.19.9. JCS Pub 1-03.25, *Aerial Ports and Air Operating Bases Report*.

16.19.10. USAF WMP-1, *Logistics Annex*.

16.19.11. USAF WMP-3, *Part 3, Support Forces and Unit Type Codes*.

16.19.12. USAF WMP-4, *Wartime Aircraft Activity Report*.

16.19.13. USAF WMP-5, *Basic Planning Data*.

16.19.14. USAF Program Documents (P-Series documents).

16.19.15. AFM 1-1, *Basic Aerospace Doctrine of the United States Air Force*.

16.19.16. AFM 2-4, *Tactical Air Force Operations -- Tactical Airlift*.

16.19.17. AFM 11-1, Volume I, *USAF Glossary of Standardized Terms*.

16.19.18. AFM 67-1, *USAF Supply Manual*.

16.19.19. AFM 75-2, *Defense Traffic Management Regulation*.

16.19.20. AFI 10-403, *Deployment Planning*.

16.19.21. AFI 10-404, *Base Support Planning*.

16.19.22. AFI 10-408, *Mobility for Logistics Support Forces*.

16.19.23. AFI 25-101, *Instructions for War Reserve Materiel*.

16.19.24. AFR 1-10, *Combat Support Doctrine*.

16.19.25. AFR 27-16, *USAF Program Management of Bases and Units*. (AFI 16-403, *USAF Program Management of Installations and Units Data and Movement of Air Force Units*.)

16.19.26. AFR 46-5, *Employment of Civil Air Patrol*. (AFI 36-5001, *Civil Air Patrol*.)

16.19.27. AFR 55-105, *Developing a Continuity of Operations Plan*. (AFI 10-208, *Continuity of Operations Planning*.)

16.19.28. AFR 65-110, *Aerospace Vehicle and Equipment Inventory, Status and Utilization Reporting System*. (AFI 21-103, *Aircraft, Missile, and Equipment Accountability*.)

16.19.29. AFR 66-1, *Maintenance Management Policy*. (AFI 21-101, *Maintenance Management of Aircraft*.)

16.19.30. AFR 66-3, *Compression/Acceleration of Depot Level Maintenance During Emergencies*. (AFI 21-102, *Depot Maintenance Management*.)

16.19.31. AFR 76-38, *DoD Common-User Airlift Transportation Directive*.

16.19.32. AFR 78-10, *Industrial Base Program Planning*. (AFPD 63-6, *Industrial Base Program Planning*, AFIs 63-602 (Air Defense production Act Title I - Defense Priorities and Allocation System), 63-603 (Air Defense production Act Title III).)

16.19.33. AFR 136-10, *Air Force Explosive Ordnance Disposal Program*. (AFI 32-3001, *Air Force Explosive Ordnance Disposal Program*.)

16.19.34. AFR 144-1, *Fuels Management*. (AFI 23-201, *Fuels Management*.)

16.19.35. AFD 24-1, *Personnel Movement*, the implementing AFI 24-101, *Passenger Travel*, the 76-series regulations, manuals, and pamphlets.

16.19.36. AFD 24-2, *Preparation and Movement of U.S. Air Force Material* and implementing AFIs 24-201 (*Cargo Movement*), 24-202 (*Preservation and Packing*),

and AFJMAN 24-204 (*Preparing Hazardous Materials for Military Air Shipment*).

16.19.37. AFD 25-1, *War Reserve Materiel*.

16.19.38. AFP 76-2, *Airlift Planning Factors*.

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## Chapter 17

### CONTRACTING PLANNING

**17.1. Contracting Support Requirements.** Successful execution of any OPLAN generally requires contracting support to provide locally purchased supplies and services needed by the unit. Checklist instructions for this support can be found in Attachment 5; OPLAN format guidance in Attachment 2, figure A2.79., Format for Contracting Appendix; and further guidance in AFFARS Appendix CC, Contingency Operational Contracting Support Program. Areas of specific concern to the contracting planner are:

**17.1.1. Manpower.** In order to provide adequate contracting manpower to support the unit deployment, several factors must be evaluated and compared with the tasked Unit Type Code (UTC) packages.

**17.1.1.1.** Generally, an aviation squadron of approximately 1500 personnel deployed to an improved site, such as a main operating base (MOB) or collocated operating base (COB), can be supported by a four person contracting package (independent core UTC package). Other established contracting UTCs provide for two person or one person elements. These smaller UTC packages will be used to support dependent UTC force modules. If UTCs are properly used, as additional aviation units arrive at a base, the contracting elements attached to those units will provide the additional contracting work force to support the increasing population.

**17.1.1.2.** Additional contracting UTCs are established to provide contracting support to non-aviation units. A two person UTC package will be the primary UTC building block to deploy contracting resources in contingency situation where contracting is not part of a deployed aviation squadron. Also, this UTC will be used to support unified commands deployed forward headquarters. One two person UTC will be planned to augment the deployed forward headquarters for every three aviation units deployed into the AOR.

**17.1.1.3.** Several factors need to be evaluated in determining the number of contracting personnel needed to support the unit include:

**17.1.1.3.1.** Availability of central supply and contracting support within the Area of Responsibility (AOR) at locations other than the unit deployment base. (Supplement the four person UTC with additional contracting UTCs when the unit will provide contracting support to other units isolated away from market sources.)

**17.1.1.3.2.** The amount of pre-existing facilities available at the deployed location to support unit organizations. A bare base (BB) will require more contracted support than a functioning COB.

**17.1.1.3.3.** Significant distance from the deployment site to contractor sources and difficult travel or communication conditions will require additional contracting manpower. (If another contracting activity closer to market sources cannot provide contracting support, additional manpower will be necessary to transact business.)

**17.1.1.3.4.** The existence of prepositioned supplies and preexisting service contracts, or support from other contracting units will reduce the manpower requirement for the office so long as these are made available to the unit in a timely fashion.

**17.1.1.3.5.** The extent of host nation support provided directly to the unit will affect the contracting workload.

**17.1.2. Time Phasing.** The time phasing of the contracting related UTCs in relation to other unit personnel is critical. Contracting can only function effectively in areas where conditions permit generally secure access to suppliers and the local market. Where such conditions are expected, and in order to provide essential contract support when needed, adequate contracting personnel must deploy with the first echelon. The contract planner must address three critical issues:

17.1.2.1. Contracting UTCs must be included in the Time-Phased Force Deployment Data (TPFDD) with the earliest deployment package. Where the entire contracting team cannot be deployed early, at least the lead member of the team should be deployed to be present at the destination of the aviation unit prior to or on the same day that the lead unit is to arrive.

17.1.2.2. Contracting officers need paying agent support throughout the deployment.

17.1.2.3. Contracting officers need immediate transportation, communication, and office equipment support upon arrival at the destination in order to provide initial beddown support for the unit.

**17.2. Contracting Procedures.** In order to provide effective and immediate contracting support, contracting procedures for supported units at the deployment site should be precoordinated, where possible, to include the following:

17.2.1. Identification of key user personnel that will interface with contracting personnel. Once identified, these key personnel should be trained in fund accountability, purchase request validation, purchase acceptance, quality assurance and any delegated purchasing authority procedures.

17.2.2. Identification of participants in the unit level Financial Management Board, if applicable.

17.2.3. Identification of facilities for the contracting office and delivery sites for users, if that can be predetermined from site survey information.

17.2.4. Communications procedures adapted to existing telephone availability on base, off base line access, priorities for telephone usage (if necessary) and radio network availability. **NOTE:** It is essential to coordinate and prioritize these communications requirements with the supporting communications squadron well in advance of the deployment. That unit should have a support plan to supplement the OPLAN, and coordination of these requirements with that plan will go a long way toward making sure that the Contingency Contracting Officers (CCO) have the necessary communications support at the deployment site.

17.2.5. Identification of the Finance Officers tasked to provide paying agent support to the CCOs.

17.2.6. Identification of any personal security requirements of CCOs during off base contracting trips and coordination with the support Weapons System Security Flight, if necessary.

17.2.7. Identification of all equipment needed by CCOs to carry out their duties (see Attachment 2, figure A2.79.). **NOTE:** It is essential to coordinate these requirements with the logistics support group commander or equivalent logistics support manager at the earliest date possible, to establish priorities, and to ensure that the requirements and priorities are included in the Table of Allowances or other type master equipment listing for the deployment.

17.2.8. Identification of all support services that will be needed by CCOs at the site, such as interpreters, local national drivers, or other support required by circumstances at the deployment location. **NOTE:** Coordination with the logistics support functional area manager and the establishment of priorities and time-phasing for these needs are essential.

17.2.9. Identification of contractors that perform essential contractor services. Contracting activities will attempt to secure reasonable assurance that these contractors will continue to perform these service during crisis situations; and will coordinate with the commanders relying on these contractors to transition from peacetime to contingency operations.

**17.3. Activities Relying on Essential Contract Services.** The commanders and functional areas relying on contractor support shall take action in accordance with DoD Instruction 3020.37 to:

17.3.1. Review contractor services annually to include new and existing contracts to determine which services will be essential during crises and include appropriate provisions in statements of work furnished to the contracting office.

17.3.1.1. Identify essential services in statements of work.

17.3.1.2. Include provisions for contractor contingency plans to provide reasonable assurance of continued performance during crises.

17.3.1.2.1. Name, address, and phone number of contractor performing the service.

17.3.1.2.2. Number of contractor employees and equivalent man years required to perform essential services.

17.3.1.2.3. Plans for retaining or replacing employees performing essentials services, including those having mobilization recall commitments.



17.3.1.2.4. Plans for contacting employees and responding to crisis conditions, including the contractor's concept of operations to perform essential services requirements under the contract.

17.3.1.2.5. Number of dependents of designated-essential contractor employees to be included in overseas evacuation plans or procedures to rapidly identify and evacuate these persons.

17.3.2. Conduct an annual assessment of the impact of unanticipated and/or premature loss of essential contractor services on the effectiveness of support to mobilizing and deployed forces. Include the results of these assessments into relevant portions of affected OPLANs.

17.3.3. Where reasonable assurance of continued contractor performance cannot be provided, include provisions in OPLANs or separate contingency plans for obtaining essential services from other sources (military, DoD civilians, or host nation resources) if the contractor does not perform in a crisis situation, or accept the risk attendant with a disruption of the service during a crisis and plan accordingly.

17.3.4. Include provisions in operation or contingency plans to assume or supplement contractor supplied essential services during crisis situations at the earliest opportunity when alternate sources can be identified (see Paragraph 17.3.3. above) to perform essential DoD contractor services.

17.3.5. Handle information on essential contractor employees overseas as sensitive data. It will be appropriately marked and safeguarded under the direction of the contracting officer and released only to authorized personnel.

17.3.6. Provide for the retention of contractor employees in contracts supporting FMS requirements. Activities managing FMS programs will follow the above procedures as practicable in planning for retention of essential contractor personnel in a crisis.

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## Chapter 18

### COMPTROLLER PLANNING

#### *Section A--General Guidance and Concepts*

**18.1. General Planning Guidance.** Financial management during wartime is just as important, if not more important, than in peacetime. The need to track costs, manage spending, pay bills, and submit budgets will still exist. Some basic concepts must be understood and used in planning for wartime comptroller requirements. For example, Congress will modify but will not suspend financial management and accountability responsibilities of commanders and their staffs. Requirements for financial management of national and personal assets will exist and continue to grow during sustainment. Comptroller support will initially focus on disbursing funds for supplies and services from the local economy, partial payments to military members and cashing checks as required. These duties can be expected to expand to full wartime financial

support during sustainment. All wartime locations, regardless of size, which are not peacetime main operating bases (MOB) will be aligned with an established MOB for initial comptroller and disbursing agent support. Supported commands will assume responsibility for funding operations and sustaining comptroller support as soon as possible. To the maximum extent possible, established lines of communications should be used to support contingency and wartime activities. Comptrollers must plan support for actions necessary to mobilize, deploy, receive, beddown, employ, and sustain U.S. military forces.

**18.2. Specific Comptroller Planning Guidance.** Comptroller wartime and contingency planning guidance is provided in Vol 1, Annex N of the USAF War and Mobilization Plan (WMP-1). The Basic Plan (WMP-1) provides MAJCOMs, field operating agencies (FOA),

direct reporting units (DRU), and HQ USAF and Secretariat staff agencies a consolidated reference source for general policies and guidance concerning mobilization planning and the support of combatant forces in time of war. MAJCOMs are authorized to extract and reproduce those portions of the WMP essential to the mission of their command. Subordinate units may be furnished only those extracted portions which are essential to the discharge of their mission, or are required in the development of plans. Comptroller unit type codes (UTC) are listed in AFM 10-401, chapter 5, table 5.1 and 5.2. All levels of command are directed to use AFI 10-213, *Operations Under Emergency Conditions*. Real-time guidance requirements and conflicts in guidance between planning documents will be addressed to SAF/FMPC, Directorate of Comptroller Support, Washington DC 20330.

**18.3. General Planning References.** Comptroller and operations planning must be done in concert to identify and refine support requirements and solve problems. The comptroller community must coordinate and communicate with other functional communities which interface with, support or are supported by financial services, financial analysis, and/or the Defense Finance and Accounting Service. Comptroller planners at all levels of command must review and understand planning guidance provided to functional staffs to minimize disconnects and problems. Following is a list of publications that should be reviewed to become familiar with a variety of areas important to planning.

18.3.1. Available through publication distribution channels:

18.3.1.1. AFR 10-4, *Operations Planning*.

18.3.1.2. AFR 65-5, *Cost and Economics*.

18.3.1.3. AFR 26-1, Vol 1, *Manpower Policies and Procedures*.

18.3.1.4. AFR 40-190, *Emergency-Essential (E-E) Program*.

18.3.1.5. AFR 45-1, *Purpose, Policy and Responsibilities for Air Reserve Forces*.

18.3.1.6. AFR 70-7, *Base Procurement Emergency Support Program*.

18.3.1.7. AFR 170-6, *Comptroller Activities, Functions, and Responsibilities*.

18.3.1.8. AFR 177-16, *Administrative Control of Appropriations*.

18.3.1.9. AFR 177-101, *General Accounting & Finance Systems at Base Level*.

18.3.1.10. AFI 10-212, *Air Base Operability*.

18.3.1.11. AFI 10-213, *Operations Under Emergency Conditions*.

18.3.1.12. AFI 32-4001, *Disaster Preparedness*.

18.3.1.13. AFI 65-601, *USAF Budget Guidance and Procedures*.

18.3.1.14. AFM 177-370, *USAF Standard Base-Level Accounting and Finance System H069/BQ Users Manual*.

18.3.1.15. AFM 177-373, *Joint Uniform Military Pay System*.

18.3.1.16. AFMS 1500-1530, *Comptroller Manpower Standards*.

18.3.2. Distributed as required:

18.3.2.1. Command Plans Summary (Condensed reference of command war/contingency plans).

18.3.2.2. Emergency Action Procedures of the USAF (EAP-USAF).

18.3.2.3. Joint Federal Travel Regulation.

18.3.2.4. Joint Plan for DoD Noncombatant Repatriation.

18.3.2.5. USAF Joint Emergency Evacuation Plan (JEEP).

18.3.2.6. USAF Program (PD) Bases, Units, and Priorities.

18.3.2.7. USAF War and Mobilization Plan (Multiple Volumes).

**Section B--Planning Comptroller Support.** This guidance provides a framework to assist in the development of comptroller support for an OPLAN and should not be considered as all inclusive. Do not feel bound by the existing guidance in WMP-1, Annex N. The objective is to develop an OPLAN that works best in your theater of operation and Area of Responsibility (AOR). The comptroller OPLAN appendix should clearly communicate all essential information to supporting commands (see Attachment 2, figure A2.83.).

To this end, active support and involvement of financial analysis and financial services staffs is essential.

**18.4. Data Processing and Communications.** The Air Force does not have a hardened, deployable portable computer for comptroller operations. Limited capability may be created, as an interim solution, through the fielding of small numbers of commercially available laptop and desktop computers. Due to the relatively low priority of transmitting financial data during mid-to high intensity war, sophisticated telecommunications support may be unavailable for the comptroller mission due to the tremendous volume of higher priority tactical and strategic communications requirements. Such communications will be utilized if available, but the transfer of data by courier or mail on floppy disks or hard copy will be considered a common requirement. Established peacetime communication systems such as Digital Data Network (DDN), satellites, and dedicated commercial lines will be used to the maximum extent available.

**18.5. Concept of Operations (CONOPS).** The objective of a comptroller CONOPS is to establish a statement, in broad outline, of a comptroller's assumptions or intent in regard to providing combat service support for an operation or series of operations. The concept should give an overall picture of the operation. The CONOPS should address the comptroller support needed during the pre- and early stages of a conflict and how comptroller functions will support the prosecution of the war effort on a sustained basis. CONOPS should note that the deployment and employment of comptroller personnel should be limited to independent and dependent CORE UTCs through day \_\_\_\_ (C+30, C+60, C+90, etc.).

**18.6. General Assumptions.** Refer to the operational assumptions associated with your OPLAN and support them. List those which are unique and those which directly impact comptroller requirements.

**18.7. Functional Assumptions.** Refer to WMP-1, Annex N for functional assumptions which may be applicable to your OPLAN and not included in the Basic Plan. Include the following as necessary:

18.7.1. Funding will be sufficient (essentially unlimited) to attain U.S. objectives; however, budget data will be required to support the President's "annual" budget submission to Congress.

18.7.2. Accounting for wartime expenditure of funds will be required by Congress and the U.S. Treasury Department.

18.7.3. U.S. military and civilian forces will continue to be paid earned entitlements during wartime. Local national employees will also expect timely payment of earned entitlements.

18.7.4. Local contractors will expect and receive timely payment for goods and services procured on behalf of the U.S. Government. During the early stages of war, most local contractors will expect to be paid in cash, U.S. or foreign.

18.7.5. Comptroller services will be essential in executing Host Nation Support Agreements and Status of Forces Agreements that incur a financial obligation against the U.S. Government or results in an accounts receivable.

18.7.6. In-place dependents of U.S. military and civilian employees, tourists, retirees, and other designated individuals will be evacuated under a Noncombatant Evacuation Order (NEO).

18.7.7. Comptroller organizations should be prepared to accomplish wartime functions in a totally manual mode because during electrical power outages, automated data processing equipment support, and communications support may be lost. During sustained operations some of the lost capability will be recovered.

18.7.8. The hours of operations will be determined by the commander. However, some comptroller personnel will be on "standby alert status" to provide 24-hour emergency financial services.

18.7.9. Comptroller personnel will be tasked to guard funds and other negotiable instruments when the intrusion alarm system is down, in the absence of an intrusion alarm system, or when security police personnel are not available. Additionally, Comptroller personnel will act as armed escorts for fund transfers unless specifically relieved of this responsibility by a memorandum of agreement with Security Police.

18.7.10. Every wartime beddown location will require funding authority.

18.7.11. Every wartime beddown location will require currency, U.S. and foreign, to support base operations. Unless otherwise identified, the in-theater command will supply all required currency.

18.7.12. There will be no replenishment of U.S. coin to overseas locations.

18.7.13. Some locations may use U.S. and foreign currency checks for the procurement of goods and

services. U.S. Treasury checks may not be used for payroll purposes and will not be forwarded to the theater from the CONUS. Unless otherwise identified, the in-theater command will preposition and maintain any required U.S. or foreign currency checking accounts necessary to support wartime only locations.

18.7.14. Personnel from the other Services, military and civilian, will be supported to the minimum extent of making partial or casual payments, cashing checks, making travel advances, and making accommodation exchanges.

18.7.15. Main operating bases (MOB) will support collocated operating bases (COB). Support of COBs will result in a significant increase in MOB workload.

18.7.16. Local national civilian personnel may or may not continue to report to work.

18.7.17. Comptroller personnel must be prepared to support other service requirements in the conduct of joint operations. Appropriate coordination must be effected through the appropriate theater command comptroller.

**18.8. Theater Unique Items.** The following instructions and questions are intended to promote your staffing on substantive issues. The answers should provide a basic CONOPS and OPLAN framework for your theater of operations. In developing your theater CONOPS, do not be constrained by the current guidance in WMP-1, Annex N; evolve a comptroller wartime CONOPS that supports your theater.

18.8.1. Define Wartime Locations. Determine the number of locations that must be supported upon execution of your OPLAN; understand the scenario by reading the Basic Plan. Your MAJCOM XP or DO OPLAN monitor can provide you a Population Summary (POPSUM) by wartime location.

18.8.2. Determine Location of Comptroller Personnel. Based on your CONOPS determine the wartime beddown locations that will have comptroller staff, Financial Analysis, and Financial Services personnel permanently assigned during surge and sustained operations. Identifying the comptroller wartime organizational structure is extremely important since the most difficult functional issues will be associated with providing comptroller support to locations without comptroller personnel permanently assigned. Determine what type of on-site or MOB support will be required (disbursing agent operation, budget function, cost representation, comptroller staff, or circuit rider) based on the mission or population at a location. See WMP-1, Annex N for manpower sizing guidelines.

18.8.3. Determine how many U.S. civilian employees in the comptroller and in other functions will be required to stay in place and how their payroll requirements will be handled.

18.8.4. Determine if local national civilian personnel in the comptroller and in other functions will continue to report for duty and, if so, what percent will continue to report. This information may be available from Status of Forces Agreements or through intelligence sources. This will be important when determining sustainment requirements and backfill from the CONUS.

18.8.5. Align all non-MOB locations with a MOB for initial and/or sustained support. Include as Tab A to Appendix 3 Annex E, a classified alignment listing of MOB and non-MOB locations; include all locations regardless of size and use location and geographic location code (GEOLOC). Indicate initial and sustained lines of communications for comptroller support. In making your alignments, it is important that you consider how other functionally-dependent organizations, i.e., contracting, supply, etc., are being aligned.

18.8.5.1. Where will materiel accounting be accomplished? Will it be centralized, regionalized, or decentralized? Is there a logical interface capability between stock fund activities, contracting, and the supporting accounting and finance operations?

18.8.5.2. Disconnects in alignments could result in the base support funding authority coming from one supporting comptroller organization while the contracting and supply data is flowing to another main operating base for processing and accounting of transactions.

18.8.5.3. For USCENAF: Consider the feasibility of aligning wartime beddown locations to one or more specific supporting comptroller organization in the CONUS.

**18.9. Determine Funding Policy.** Under the CONOPS, determine how every wartime location will obtain the initial (C+1) funding authority needed to procure emergency base support services and materiel. How initial funding is obtained is important to know; in many cases it will determine the way in which units and lines of communications are established as well as the workload of supporting organizations and subordinate units.

18.9.1. Determine who provides funding authority and how it will be delivered.

18.9.2. Determine who will maintain the funding authority when comptroller personnel are not assigned or available on day C+1. Is it the commander, paying agent, contracting officer, or some other individual? The designated individual or function will need to be identified in the comptroller portion of the supporting plan for the appropriate base. The theater CONOPS should provide guidance in this area.

18.9.3. Determine how each location will obtain funding authority after the initial funding document is received. Plan this into the sustainment phase of the war. For USCENTAF: Determine at what point disbursing agents will make a final turn-in to CONUS organizations and USCENTAF will assume continuing funding responsibility.

**18.10. Delivery of U.S. and Foreign Currency.** The CONOPS should specify how every wartime location will obtain the initial (C+1) U.S. and foreign currency needed to procure emergency base support services and materiel. It is assumed the disbursing agent will provide the currency when permanent disbursing agent operations are established at a location.

18.10.1. Determine how each location will obtain U.S. and foreign currency after the initial beddown.

18.10.2. Determine the initial U.S. and foreign currency requirements for each location and whether they will be available within the theater. Determine who will provide the currency. If the supporting command must bring U.S. or foreign currency into a location during deployment, the CONOPS must provide appropriate guidance so the requirement is identified by base-level planners.

18.10.3. FOR USCENTAF: Determine the point at which the disbursing agent will make a final turn-in to CONUS organizations and CENTAF assume ongoing cash replenishment responsibility.

**18.11. Use of U.S. and Foreign Currency Checks.** Under your CONOPS, determine which locations will use U.S. and foreign currency checks to pay for goods and services procured.

18.11.1. Determine whether each MOB will use U.S. or foreign currency checks and if there is a need to preposition these accounts. If so, determine what currencies are required.

18.11.2. Determine whether any or all of the other locations within your theater use U.S. or foreign currency checks. If so, a determination must be made regarding

whether they should be prepositioned and what currencies must be available.

18.11.3. Determine who will establish and maintain any required accounts for wartime-only locations. In-theater commands must establish requirements and maintain prepositioned accounts for supporting commands.

**18.12. Determine How Locations Without Comptroller Personnel Will be Supported.** If a comptroller resource is not programmed for deployment to a location or will not be available during the early stages of a war, decide who will maintain currency for the location and effect such actions as: paying contractors for goods and services, paying the troops, making accommodation exchanges of foreign currency, pay travel advances and other needed financial support.

18.12.1. Will it be a dual-hatted individual appointed as an impressed fund cashier and paying agent?

18.12.2. Giving funds to a contracting officer, impressed fund cashier, or paying agent does not seem to provide the scope of financial support that is needed. It may be beneficial to have at least one 6F070 or 6F052 deploy to some smaller locations where the combination of population and required support indicates that full-time utilization in comptroller functions warrant a comptroller resource. Under such a concept, problems associated with providing basic financial support are reduced or resolved.

**18.13. Determine Deployment of Personnel During Surge.** Determine how comptroller personnel will be deployed to support surge requirements. Air Force comptroller policy is for MOBs to deploy at least one XFFA2 to every location with a population of 500 or more. Maximizing the use of in-theater comptroller personnel from MOBs to COBs:

18.13.1. Ensures that non-MOB locations are provided the needed financial support in the early stages of the war.

18.13.2. Minimizes the early CONUS deployment of comptroller personnel to support COB requirements--we would not be unnecessarily competing for critical early strategic air lift requirements.

18.13.3. Recognizes that comptroller personnel at MOBs will not be performing primary duties during the surge period, whether they are available or not.

**18.14. Identify Logistic Requirements.** For the final theater CONOPS, identify what supplies and equipment (safe, calculators, arms, instructions, etc.) are required to

support each location. Decide who will procure and maintain these items, whether they are to be prepositioned or brought in when needed, and how they will be replenished. Include any arms that are required to protect currency. Make allowances in the CONOPS if these weapons must be procured separate from the normal base protection function. Consult with your security planner about the type of arms required for funds security. Advance planning may be required if comptroller personnel must be armed to protect funds.

**18.15. Summary.** This guide of assumptions, questions, or areas of concern is not all encompassing. Use your theater and functional expertise, and that of your functional experts, to further develop assumptions and questions, for example, computer support available. You need not be constrained by the assumptions listed in Annex N of WMP-1, AFI 10-213, or other published manuals.

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## Chapter 19

### JUDGE ADVOCATE PLANNING

**19.1. Mission of The Judge Advocate General's (TJAG) Department.** TJAG's Department provides legal support to assist in Air Force mission accomplishment. During periods of armed conflict or other national emergency, the Department's personnel will provide legal advice and support to the Air Staff, commanders at all levels, other DoD agencies, and commanders of other services if on a joint staff. Wartime and contingency planning guidance for legal activities needed to perform this mission is addressed in two basic documents. The first is the Legal Annex to the USAF War and Mobilization Plan, Volume I (WMP-1, Annex P). The other is the Civil Affairs Annex to WMP-1 (Annex R). These provide the Air Staff, major commands, air components of joint commands, numbered air forces, and field operating agencies with legal policy and guidance for planning and supporting any level of conflict. In particular, it is imperative that Department personnel consult WMP-1, Annex P, to ensure that planned legal activities comport with it and that other parts of an OPLAN comply with the law. All war and contingency plans must include guidance for providing legal services at all levels of command. Planning from MAJCOM level down to base level should view the execution of the duties in WMP-1, Annex P, paragraph 3, as those of paramount importance. In support of this principle, all Department levels must emphasize personnel planning in accordance with WMP-1, Annex P, paragraph 3b, guidance. This includes mobility preparedness for Department personnel identified for and matched against mobility positions and training them in deployment and wartime related duties. Judge advocates and paralegals who are not subject to deployment should be trained to provide the full range of legal services required during mobilization, deployment, and armed conflict or other national emergency. Essential to this preparation and training is judge advocate participation in exercises with command operational and support units and the battle staff.

**19.2. Assigning Judge Advocate (JA) Responsibilities.** TJAG is responsible for controlling and supervising all USAF legal activities, the assignment of all judge advocates pursuant to Article 6, UCMJ, and building wartime augmentation requirements for Reserve Judge Advocates. The Chief, Professional Development Division, is responsible for advising on appropriate officer assignments in consultation with MAJCOMs and the Chief Paralegal Manager. TJAG is responsible for advising on appropriate paralegal assignments. Plans prepared at any level of command within the USAF assign responsibility for legal support, personnel augmentation, and training that are required to support the Air Force mission. TJAG is responsible for reviewing these plans and those of any of the specified and unified commands for compliance with US and international law, directives, regulations, and policies.

19.2.1. MAJCOM Staff Judge Advocates are responsible for:

19.2.1.1. Preparing Appendix 5 to Annex E, Legal, for MAJCOM Operation Plans (OPLANs) and Concept Plans (CONPLANs) in accordance with this manual.

19.2.1.2. Reviewing subordinate command OPLANs and CONPLANs to ensure the legal provisions, i.e., Appendix 5 to Annex E, are complete and provide the necessary guidance to perform legal functions.

19.2.1.3. Reviewing MAJCOM OPLANs and CONPLANs for compliance with multilateral and bilateral arrangements for cooperative military action during times of tension, crisis, or war and US and international law, instructions, directives, and policies.

19.2.1.4. Implementing the training program prescribed in AFR 45-2 for Reserve Judge Advocates attached to their commands for training.

19.2.1.5. Ensuring subordinate legal offices are prepared to mobilize and deploy in support of wartime and contingency operations.

19.2.2. Subordinate Command and Base Level Staff Judge Advocates:

19.2.2.1. Preparing Appendix 5 to Annex E for local OPLANs and CONPLANs in accordance with this manual; WMP-I, Annexes P and R; and any additional guidance provided by their MAJCOM Staff Judge Advocate and MAJCOM or subordinate command supplements.

19.2.2.2. Training of Reserve Judge Advocates attached to their offices in accordance with AFR 45-2.

19.2.2.3. Ensuring judge advocate personnel are prepared to mobilize and deploy in support of wartime and contingency operations.

**19.3. Assumptions for JA Plans.** The need for legal support will vary with the purpose and scope of the particular plan. The priority of any JA responsibility will vary depending on the location and timing of mobilization, deployment, and hostilities. Additionally, the local political situation, the number of units deployed, their strength, and the weapons systems to be employed, are variables that impact support planning and required considerations. In developing legal support plans, JA planners must consider the practical aspects of what the plan and its execution require as well as the legal rules and time constraints that can be expected to affect execution. Assumptions should be developed that identify and describe factors legal operations may encounter which could limit JA support for the mission. At a minimum, the following assumptions apply:

19.3.1. The command structure in a theater of operations is unlikely to duplicate that in the CONUS or in peacetime. AFR 26-2, *Organization Policy and Guidance*, contains guidance for MAJCOMs in establishing provisional units and it should be consulted. Once a command structure is established and commanders identified in accordance with the command succession principles in AFI 51-604, *Appointment to and Assumption of Command*, designations of convening authorities and Article 15, UCMJ, appellate authorities pursuant to AFR 111-1, *Military Justice Guide*, can be undertaken in consultation with AF/JAJM.

19.3.2. Many USAF personnel will serve in unified and joint commands. The administration of military justice involving these personnel is governed by JCS Pub 0-2, *Unified Action Armed Forces* (UNAAF), AFR 111-1, *Military Justice Guide*, and USAF policy. AF/JAJM

should be consulted about current USAF policy and the appropriateness of establishing Air Force elements for imposing military discipline against USAF personnel assigned to joint and unified commands.

19.3.3. Overseas, DoD employees who are also dependents of military personnel are subject to evacuation and will not be available for duty. Likewise, other DoD employees at overseas locations will probably be evacuated and be unavailable for duty.

19.3.4. Foreign national civilians who in peacetime are employed by DoD will likely not be available for duty or may be limited to mission-essential duties only.

19.3.5. As a result of paragraphs 19.3.3. and 19.3.4. above, a significant portion of the work force overseas will need to be replaced with military personnel. Paralegals will perform court reporting duties and expanded paralegal and support duties.

19.3.6. CONUS bases serving as reception and processing centers will experience increased demand for legal assistance services. Notwithstanding misconceptions to the contrary, staff judge advocates must provide legal assistance services not only to the personnel undergoing mobility processing, but also to the military personnel and dependents who remain in the CONUS or in the vicinity of legal offices at overseas locations. Only legal assistance services provided to retirees and their dependents may be reduced. Staff judge advocates should consult AFR 110-22 about legal assistance requirements under these circumstances.

19.3.7. Experience has shown that during wartime operations legal office workloads in legal assistance and other areas of responsibilities increase significantly. This rise in workload is particularly noted when Reserve and Air National Guard units are mobilized and deployed. Staff judge advocates must be aware of this and plan to have sufficient personnel available to meet these increased demands.

**19.4. Responsibilities of Staff Judge Advocates.** Staff judge advocates at each level of command must:

19.4.1. Ensure that they know those wartime functions in WMP-1, Annexes P and R and that their staffs are capable of performing those duties, which they may be called upon to execute in wartime or national emergency, and those functions specified in Annex E, Appendix 5, in any plan.

19.4.2. Ensure that all personnel under their supervision are familiar with their wartime-related duties, mobility

responsibilities, deployment destinations, and the OPLANs they are supporting.

19.4.3. Ensure their manpower is sufficient to perform their wartime responsibilities using two methods: Properly coding unit manning documents to reflect that judge advocate personnel are filling positions with wartime duties. Second, identifying manpower needs and securing sufficient personnel by establishing wartime requirements through the USAF Support Force Sizing Exercise (FORSIZE) and Wartime Manpower Planning (MANREQ) Exercise. Vigilant review of MANREQ results and validation (justification) of additional requirements during MANREQ phases are essential to ensuring proper manning support.

**19.5. Legal Appendix.** For compatibility with JOPES, Judge Advocate portion of any plan is contained in the Annex E (Personnel), Appendix 4, entitled, "Legal." So functional responsibilities are discharged to conform with the Air Force organizational structure, the legal planner submits the legal appendix directly to the command planning agency that has final responsibility for preparing the OPLAN. Planners should refer to the following guidance in this manual for preparing the Legal Appendix and reviewing other parts of any plan for legal sufficiency: Chapters 5, 8, and 9; attachment 5, paragraphs A5.1., A5.2., A5.3., and A5.10.; and attachment 2, figure A2.80. (Personnel Annex); figure A2.84. (Legal Appendix); and figure A2.105. (Civil Affairs Annex).

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## Chapter 20

### MANPOWER AND PERSONNEL PLANNING AND EXECUTION

#### *Section A--General Guidance and Concepts.*

**20.1. Introduction and Scope.** Manpower and Personnel war planning policies and support systems influence every Air Force war plan. This chapter outlines Manpower and Personnel policies on planning, executing, and supporting systems, and establishes the Personnel Annex format. Manpower and Personnel responsibilities are identified, for the overall adequacy of defining and supporting forces. Manpower and Personnel planners play major roles in overall development of OPLANs, Time-Phased Force and Deployment Data (TPFDD), Deployment Requirements/Manning Document (DRMD), and the accountability/management of deployed personnel resources in addition to accomplishing their functional responsibilities. These roles are crucial to ensure planning and execution processes adequately define and document total manpower requirements versus resources available to meet those requirements.

**20.2. Overall Planning and Execution Guidance.** In a war or contingency operation there is little time to set up new support plans to correct deficiencies in pre-planned manpower and personnel requirements. Therefore, manpower and personnel policies or procedures that vary from peacetime applications must be in the hands of the users prior to OPLAN execution. Manpower and Personnel planners at all echelons must understand these actions are to be taken on a priority basis in order to support the immediate execution of war plans.

**20.3. Evaluating and Testing Planned Manpower and Personnel Support.** Wartime, contingency, exercise,

and emergency operations are the most severe tests of the quality of manpower and personnel wartime planning guidance. Inspections and assessments are excellent ways to test the processes and procedures defined in Manpower and Personnel policies and planning guidance. Using these methods will assist in sound decision making and smooth actions during actual wartime or emergency operations.

20.3.1. Exercising OPLANs or emergency situations provides valuable insights into requirements and planning factors needed to support contingencies. Exercises can be joint, combined, major command, or CSAF-directed. Planners must use wartime guidance as much as possible. Experience gained, or problems encountered, from actions taken during operational or emergency exercises are the best bases for revising war plans.

20.3.2. At the end of an actual or simulated contingency, exercise, or emergency operation, Manpower and Personnel planners must send an after-action report to their Air Staff counterparts. Provide an informational copy of the report to the appropriate functional planner counterpart as shown; for Manpower, the Air Force Wartime Manpower and Personnel Readiness Team (AFWMPRT) and for Personnel, the Air Force Military Personnel Center, Readiness and Mobilization Division (AFMPC/DPMYR), and HQ USAF Contingency and Joint Matters Division (HQ USAF/DPXC). Each report should specify problems, causes, and recommendations. Use the Joint Universal Lessons Learned System (JULLS) to input lessons-learned during contingency, war-time, or exercise, operations.



**20.4. Planning and Execution Reference Documents.**

In addition to the guidance in this manual, these documents provide guidance in the manpower and personnel planning and execution area.

20.4.1. The following Air Force publications are available through publication distribution channels:

20.4.1.1. AFR 40-910, *Mobilization of the Civilian Workforce*.

20.4.1.2. AFR 87-19, *Nonindustrial Facilities for Mobilization*.

20.4.1.3. AFI 10-201, *Unit Reporting of Resources & Training Status (Category Levels)(Status of Resources and Training System (SORTS))*.

20.4.1.4. AFI 10-215, *Personnel Support for Contingency Operations (PERSCO)*.

20.4.1.5. AFI 10-216, *Evacuating and Repatriating Air Force Family Members and Other US Noncombatants*.

20.4.1.6. AFI 10-217, *Resource Augmentation Duty (READY) Program*.

20.4.1.7. AFI 10-402, *Mobilization Planning*.

20.4.1.8. AFI 10-403, *Deployment Planning*.

20.4.1.9. AFI 10-404, *Base Support Planning*.

20.4.1.10. AFI 36-3002, *Casualty Services*.

20.4.1.11. AFI 38-203, *Manpower Policies and Responsibilities for the Commercial Activities Program*.

20.4.1.12. AFI 38-205, *Manpower Policies and Procedures, Wartime Manpower Planning and Programming*.

20.4.1.13. AFM 28-626, *Functional User Support Manual for the Contingency Operation/Mobility Planning and Execution System (COMPES) MAJCOM Level Manpower/Personnel (MANPER) Module, Users Manual*.

20.4.1.14. AFM 28-740, Volume I, *Contingency Operation/Mobility Planning and Execution System (COMPES) General Information*.

20.4.1.15. AFM 28-740, Volume II, *Contingency Operation/Mobility Planning and Execution System (COMPES) Logistics Module Base Level (LOGMOD-B): A200N/ZZ Users Manual*.

20.4.1.16. AFM 75-8, *Movement of Personnel*.

20.4.1.17. AFM 171-130, *Base Level Personnel System: E300/VK/AC/AE/EW/PQ/PZ (PA) Computer Operation Manual*.

20.4.1.18. AFM 171-626, *War Planning, Computer Operation Manual for the Contingency Operation/Mobility Planning and Execution System (COMPES) MAJCOM Level Manpower/Personnel (MANPER-M) Module*.

20.4.1.19. AFM 171-626, Volume II-B, *War Planning Computer End User Manual for the Contingency Operation/Mobility Planning and Execution System (COMPES) Base-Level Manpower and Personnel (MANPER-B) Module: A200/MB End User Manual*.

20.4.2. Other Publications. Publications distributed to the MAJCOMs, as required:

20.4.2.1. DCS/Personnel, HQ USAF, *Emergency Actions Book (EAB)*.

20.4.2.2. *Joint Operation Planning and Execution System (JOPES)*, Volumes I, II, and III.

20.4.2.3. JCS Pub 0-2, *Unified Action, Armed Forces*.

20.4.2.4. JCS Pub 1-03, *Joint Reporting Structure (JRS)*.

20.4.2.5. JCS Pub 1-03.18, *JRS Logistics*.

20.4.2.6. *USAF Allocation of Support Forces*.

20.4.2.7. USAF SRR PLAN 55, Annex G, *Manpower and Personnel*.

20.4.2.8. *USAF War & Mobilization Plan*, Volume 1 (WMP-1), *Manpower and Personnel Annexes*.

20.4.2.9. *USAF War & Mobilization Plan*, Volume 3 (WMP-3), *Combat and Support Forces*.

**Section B--Manpower Functional Planning and Execution**

**20.5. Overall Guidance.** Because of the impact that manpower planning has on personnel, training, logistics, transportation, and military construction, manpower requirements must be accurately identified for planned and actual operations (see checklist in Attachment 5, paragraph A5.11). The Manpower planner can ensure this by being involved in three general areas: force composition, force movement, and overall plan

feasibility. Additionally, the Manpower planner must be ready to advise on the use and impact of the various manhour availability factors, using of civilians, contingency organizations, and organizational structures.

**20.5.1. Force Composition.** The Manpower planner must perform three critical functions: develop manpower detail requirements consistent with approved concepts and operations, maintain a current and accessible data base of Manpower Force Package System (MANFOR) Unit Type Code (UTC) packages used to develop contingency or war plans, and work with staff planners to develop valid plan requirements.

**20.5.1.1.** All efforts must be made to use standard UTCs for identifying manpower detail requirements in building OPLANs for deliberate planning or when executing real world contingencies/emergency operations. Standard UTCs are pre-defined, multiple-use, force packages used to satisfy the requirements of the OPLAN or contingency operations. The Manpower Force Element (MFE) of each standard UTC shows the manpower requirements necessary to accomplish the UTC's mission as defined in the Mission Capability Statement (MISCAP). Chapter 6 provides procedures for developing UTC MFEs. When nonstandard or tailored UTCs are determined necessary, skill requirements must be documented in TPFDDs and DRMDs.

**20.5.1.2.** The MANFOR provides MANPER users at all levels with a current and accessible UTC data base.

**20.5.1.3.** The total time-phased manpower requirements for a specific plan and location must reflect the total manpower required to perform the workload in each functional area. In-place requirements may or may not be the same as authorized strength. When whole units operating in-place are identified in an OPLAN TPFDD, use the appropriate non-deployable UTC citing the units' total in-place requirements without manpower detail.

**20.5.2. Force Movement.** The Manpower planner's force movement support consists of ensuring the flow of UTC packages account for the TPFDD deployment requirements according to WMP-3 availability.

**20.5.2.1.** The Manpower planner must have a thorough knowledge of US Air Force and MAJCOM deployment planning, and execution concepts and procedures to meet the first movement support obligation. The planner must ensure the flow of UTC deployment packages is consistent with these concepts and procedures. For example, munitions support needed at the beginning of an operation should not be included in a UTC for intermediate maintenance that normally deploys at day 30.

**20.5.2.2.** The second movement support responsibility is to use no more than the specified UTC packages and base them on WMP-3 availability. This is especially critical when Air Reserve Component (ARC) units are tasked.

**20.5.3. Overall Plan Feasibility.** Manpower planners must review completed TPFDDs and DRMDs to ensure they contain proper and adequate forces. The planner verifies accuracy and that all manpower requirements, including host nation support, are accurately identified by either current standard UTCs or applicable SRF USAF force supplement data. Accomplish this review before the TPFDD is forwarded to HQ USAF for review. Send each Air Force component command developed OPLAN TPFDD to HQ USAF for review before submitting it to the CINCs. The Air Staff reviews these force lists to ensure they include the proper and adequate forces, particularly support forces, and that the forces tasked are available. Promptly send comments on the force list to the originating command.

**20.5.4. Manhour Availability Factors.** Manpower requirements are normally computed on the basis of a standard workweek. The manpower availability factors (MAF) are published in the WMP-1, Annex Z. The workweek is the average number of hours an individual is required to be on duty unless the member is on authorized absence status (such as on leave, hospitalized, etc.). Planners will use the wartime emergency workweek MAF published in WMP-1, Annex G when sizing units or elements for contingency or general war operations planning.

**20.5.4.1.** For planning purposes, this workweek should be used for all forces in an operation except where specifically exempt. For execution purposes, use the work-week directed by higher headquarters. If resource shortages dictate, use the emergency workweek MAF for all forces outside the area of operation. It is assumed that the emergency workweek can be sustained indefinitely.

**20.5.4.2.** Commanders may employ a wartime workweek, using the surge MAF in WMP-1 for short periods as the situation requires.

**20.5.4.3.** Civilian vice Military Manhour Availability Factors. Under emergency conditions, the regular administrative workweek may be extended to any length necessary for mission accomplishment. For planning purposes, the civilian workweek should coincide with the military workweek. Those hours in excess of the standard workweek must be compensated for at the overtime rate (unless Congress enacts legislation to extend the administrative workweek).

20.5.5. **Using Civilians.** Normally, the manpower force elements supporting a UTC intended to deploy, do not identify civilian requirements. However, civilians may be tasked to satisfy deployment requirements under circumstances authorized by civilian personnel management guidelines. All MAJCOM Manpower and Organization staffs should assist in identifying requirements that could be met from the estimated available Department of the Air Force (DAF) and non-US citizen civilians (see paragraphs 20.7.7 through 20.7.9).

20.5.6. **Contingency Organizational Structure.** Planners should preserve as much as possible the formal organization structure of units taking part in a contingency operation. Wartime organization structures should mirror peacetime structures with only one overall commander per installation. Organizing UTC manpower along squadron lines and tasking these UTCs using the core UTC concept (see Chapter 5) simplifies the development of UTCs, allows functional managers more visibility over their resources during peacetime planning and allocation, and provides for simplified SORTS reporting.

20.5.6.1. Provisional (temporary) units may be created as needed to fill additional operational control needs and other command requirements. Per AFR 26-2, MAJCOMs have authority to activate and inactivate these units.

20.5.6.1.1. A provisional unit that is subordinate to another provisional unit is "assigned" to that higher unit.

20.5.6.1.2. The highest level provisional unit is "attached" to the regular unit exercising operational control of provisional forces.

20.5.6.1.3. A regular unit subordinate to a provisional unit is "attached" to the provisional unit.

20.5.6.2. The supported commands' Manpower and Organization staffs are responsible for including organization charts in Annex J, Command Relationships, of their OPLANs for all units assigned or attached to their command. This includes pre-assigned regular units, whole units deploying to their AOR, and provisional units. Wartime organization of assigned or attached regular or provisional units will be according to prescribed Air Force standard structures depicted in AFR 38-1, *Organization Policy and Guidance*, and applicable MAJCOM mission directives. Manpower will initiate organizational actions, to include creating contingency PAS codes to facilitate the assignment and attachment of units and personnel. The first two characters in the eight digit PAS (MPF/CBPO identifier)

of the Provisional PAS code are determined by higher headquarters (MAJCOM and above) at the time of development.

20.5.6.2.1. Provisional PAS codes will reflect the regional Unified Command MAC ID (positions 3 and 4 of the eight digit PAS). Regional Unified Command Code identifications are noted below:

3C - US CENTRAL COMMAND (US CENTCOM)  
3K - US EUROPEAN COMMAND (US EUCOM)  
3M - US SOUTHERN COMMAND (US SOUTHCOM)  
3N - US ATLANTIC COMMAND (US ACOM)  
3O - US PACIFIC COMMAND (US PACOM)

20.5.6.2.2. Provisional PAS numbers (positions 5 through 8 of the eight digit PAS) will have position 5 designated with an "H" and retain the last three digits of the designated unit. Example: The 49 Fighter Wing PAS number is "FB05"; 49 Fighter Wing (Provisional) PAS number would become "HB05".

## **20.6. Manpower Staff Responsibilities:**

20.6.1. **Planning.** From a planning perspective, Manpower assists commanders and functional managers in identifying their anticipated manpower requirements and associated organizational structure for all Air Force units. Estimate in-place requirements on doctrinal requirements planning assumptions and factors supplied by the Air Staff and MAJCOM functional OPRs. Manpower is responsible for assessing the unit's capability based on its' authorized strength to satisfy the requirements. Use UTCs provided in WMP-3 to fulfill these requirements. Additionally, Manpower documents requirements, organizational structures, authorizations, and the results of the comparison. Manpower planners at all levels must:

20.6.1.1. Provide manpower and organizational guidance to assist commanders in organizing their forces.

20.6.1.2. Perform the Manpower Planning Process:

20.6.1.2.1. Assist commanders and functional managers in determining their manpower needs based on planned/actual scenarios.

20.6.1.2.2. Identify manpower resources available to satisfy these requirements.

20.6.1.2.3. Compare available resources to requirements, identifying shortages (unsourced requirements) and overages (untasked resources).

20.6.1.2.4. Make recommendations for resolving shortages and identifying overages to higher headquarters for possible use elsewhere. Consider in-theater resources first to minimize transportation requirements and provide for theater expertise. Identify augmentation requirements according to the procedures in Chapter 4 concerning TPFDD and DRMD development when you exhaust those resources.

20.6.1.2.5. Document manpower requirements, authorizations, and resolution decisions.

20.6.1.2.6. Operate manpower data systems (JOPES, MANPER-H, MANPER-M, MANPER-B, and MDS) to provide automated support. **NOTE:** Refer to AFI 38-205 for a more detailed discussion of Manpower planning responsibilities.

20.6.2. **Execution.** During execution, the Manpower planner must assist the commanders and functional managers in the process of identifying the manpower requirement needs at both the deploying and employing locations. If Base Level Planning Processes have been accomplished, the Manpower planner can draw on the information identified in the planning phase as a reference for execution needs.

20.6.2.1. **Deployment.** During deployment operations, Manpower planners must:

20.6.2.1.1. Build/tailor plans to meet the needs at the employment location(s). Although MAJCOMs will normally build and flow execution plans to the base level Manpower planners, the base level Manpower planners may be tasked to build plans for execution.

20.6.2.1.2. MAJCOM and Base Level Manpower planners must work together to ensure flowed execution plans are processed in the correct sequence (relates to sequence control numbers in base level system). If plans are received or processed out-of-sequence, the receiving unit must contact the sending unit (usually the sending MAJCOM) for retransmission or further instructions.

20.6.2.1.3. Provide functional representatives with documents reflecting current execution plan requirements.

20.6.2.1.4. Maintain accurate deployment requirements in the base level Personnel MANPER-B computer system.

20.6.2.2. **Employment.** Employment operations occur anywhere forces are used to perform their contingency mission. This includes forces performing continuing CONUS/non-combat theater missions and forces in an

Area of Responsibility (AOR). Every theater/AOR (including CONUS) will have an MPRC staffed by Manpower and Personnel planners. The MPRC Manpower staff will assume base-level Manpower responsibilities for those bases that have no Manpower planner assigned/attached. During employment operations, Manpower planners must:

20.6.2.2.1. Document and chart the organizational structure at each employment location. MPRCs must have organizational charts for all locations they are responsible for monitoring and assisting.

20.6.2.2.2. Maintain deployment requirements in all COMPES MANPER systems. Ensure in-place force requirements and authorizations are current and available in MDS and MANPER systems. MPRCs must maintain requirements and authorization information for all locations for which they are tasked to monitor and assist.

20.6.2.2.3. Make recommendations for resolution of shortages which may include alternate sources of people such as Host Nation Support, contract, or other service support. Consider in-theater resources first to minimize transportation requirements and provide for theater expertise. When active duty augmentation is needed, requirements must be identified according to the procedures in Chapter 4 concerning TPFDD and DRMD development.

20.6.2.2.4. Provide assistance, as requested, to the supported commanders and higher headquarters. MPRCs will also provide assistance to the supporting MAJCOMs. Refer to AFI 38-205 for a more detailed discussion of Manpower execution responsibilities.

### ***Section C--Personnel Functional Planning and Execution***

**20.7. Overall Guidance.** Personnel planners must consider current personnel policies and guidance when developing or executing operations plans (see checklist in Attachment 5, paragraph A5.11.).

20.7.1. **Use of TDY Personnel Support.** Planners contemplating using of TDY personnel to support contingency operations should consider the following:

20.7.1.1. The initial period of TDY will always be 90 days unless otherwise directed by HQ USAF or the theater commander. Accordingly, contingency planning should provide for an initial 90-day TDY period during which the Air Staff decides whether to convert the assignment to PCS or continue TDY.

20.7.1.2. Personnel selected for deployment must be able to complete the entire period of TDY (specified in the DRMD and Execution/Frag order). Additionally, personnel cannot be deployed for more than or extended beyond 179 days without approval from SECAF. Submit and forward requests for waiver of 179 day maximum TDY period to HQ AFMPC/DPMR and HQ USAF/DPXC (in-turn) for processing. For additional information refer to AFIs 36-2110. For Air Reserve Component (ARC) personnel using mandays, please refer to AFR 35-41, Vol IV, paragraph 3-5. ARC personnel, on MPA manday tours require a waiver to exceed 139 days of continuous TDY (10 USC 672(b) or 673(b)) versus 179 days.

20.7.2. **AFSC Skill Level Substitution.** At the discretion of the tasked Core UTC Package Commander (see Chapter 5), resources can be substituted according to UTC MISCAP allowances provided mission capability is not degraded. There should be an exact match of the AFSC requirement with skill level deviation up one skill level or down two skill levels (a 7 level resource tasked to fill a 5 or 3 level requirement, or a 5 level resource tasked to fill a 7 level requirement, etc.). The tasked commander can utilize skill level deviation provided mission capability is not downgraded, however this substitution should only occur when all available resources have been exhausted. One level is authorized for officer requirements in grades O-1 and O-2 (or an O-1 can fill an O-3 requirement).

20.7.2.1. All medical, nurse, and dental corps AFSCs are an exception to the officer substitution rule. However, this expanded flexibility will not be used to fill a command position (i.e., commander, chief nurse, etc.) or an O-6 departmental chief's position (i.e., Chief of Radiology, Charge Nurse, and Chief of Dental Services) supporting UTCs FFEAB (250-bed hospital), and FFEAC (500-bed hospital).

20.7.2.2. If a tasked base or unit has insufficient resources to fulfill their deployment requirements, the Base Personnel Systems and Readiness Section/Center (PSRS/PRC), in coordination with the appropriate functional area manager and the Wing/Base Chief, Resource Plans Division or designated Installation Deployment Officer (IDO), when no LGX office exists, will request contingency augmentation from their MAJCOM to fill the requirements with command resources, if available. If command resources are not available, the MAJCOM MPRC/PRC, in coordination with the appropriate MAJCOM functional area managers, will request contingency augmentation from AFMPC/PRC in accordance with AFI 10-215.

20.7.3. **Retainability Requirement.** Personnel selected for deployment must have enough retainability to complete their initial TDY.

20.7.4. **Command Resource Use.** Before the supported or supporting command submits a request for filler action or deployment manning assistance, they must ensure they have used all command resources, that personnel have (if practical) been reassigned from lower to higher priority functions, and the emergency man-hour availability factor has been implemented.

20.7.5. **Curtailment of Education and Training.** Depending on the scope and urgency of the situation, a number of personnel in individual education and training programs can be made available through phasing out, accelerating, curtailing, and reorienting training courses and programs.

20.7.6. **ARC Resources.** The ARC is a major source of trained, immediately available military personnel. Their employment to fill emergency augmentation requirements is governed by the applicable emergency authorities, policies, and procedures.

20.7.7. **DAF Civilian Personnel.** DAF civilian personnel are not usually deployed against contingency force requirements. DAF civilians performing required functions in overseas commands may be retained if they volunteer according to procedures outlined in AFI 36-507 and are coded in the command manpower data system as emergency essential civilians.

20.7.8. **Use of Non-US Citizens.** Using of non-US citizen personnel in overseas commands during contingency operations and hostilities is subject to individual host country agreements and AFM 40-8.

20.7.9. **Use of Augmentation.** The anticipated availability of supported command DAF or non-US citizen personnel must be considered when planning augmentation forces in the OPLAN TPFDD (see paragraph 20.11 and chapter 7, paragraph 7.7.).

20.7.10. **Power/Communication Requirements.** Ensure adequate electrical power and communications will be available at each deployment/employment location to support MANPER-B and MANPER-I automated systems.

## **20.8. Personnel COMPES Responsibilities:**

20.8.1. MAJCOM:

20.8.1.1. Maintain unit tasking in the DRMD.

20.8.1.2. Transmit tasking information to deploying and employing locations.

20.8.1.3. Review and monitor availability of personnel resources.

20.8.1.4. Track deployment of the tasked forces.

20.8.2. Base Level (In-garrison):

20.8.2.1. Update identified resources to fill deployment/plan taskings.

20.8.2.2. Process deploying and/or employing individuals.

20.8.2.3. Project mini-record data.

20.8.2.4. Support deployed forces.

20.8.2.5. Immediately update MANPER-B software after each software release from AFMPC on all MANPER-B systems.

20.8.2.6. Maintain MANPER-B hardware in an operational state.

20.8.2.7. Provide PERSCO and MANPER-B training to personnel. Use Air Force Job Qualification Standards (AFJQS) to qualify personnel to perform PERSCO and MANPER-B operations.

20.8.3. Intermediate HQ:

20.8.3.1. Immediately update MANPER-I software after each software release from AFMPC on all MANPER-I systems.

20.8.3.2. Maintain MANPER-I hardware in an operational state.

20.8.3.3. Provide training to people to operate the system. **NOTE:** All levels should specifically list deployable MANPER systems and communications requirements listed in the plan. Coordinate

20.8.4.2.4. Accomplish actions that provide commanders at all levels the necessary personnel resources for sustained mission accomplishment (filler or replacement actions).

#### ***Section D--Manpower and Personnel Planning Guidance***

**20.9. General Responsibilities.** The Manpower and Personnel community must ensure the overall manpower and personnel adequacy of the plan. To meet these

communication requirements in Annex K (see Chapter 23, Section B) with detailed procedures.

20.8.4. Employment Location - Personnel Support for Contingency Operations (PERSCO):

20.8.4.1. Purpose. PERSCO Teams provide a capability to account, track, and report the duty location, status, and other key personnel information to all levels of command on deployed forces in support of contingency, war, or emergency operations. The WMP, Vol I, Annex G and AFI 10-215 contains PERSCO planning guidance and policy. Five different UTCs (RFBFA, RFBFB, RFBFC, RFBFE, and RFBFN) identify PERSCO Teams. RFBFA and RFBFB are designed as "Independent CORE" UTCs. RFBFC, RFBFE and RFBFN are designed as "Dependent CORE" UTCs. UTC RFBFN is specifically reserved for use by AFRES and the ANG. Refer to the UTC Mission Capability Statement (MISCAP) on each team for more information. PERSCO Teams may be deployed to augment and assist the MPF Personnel Systems and Readiness Section (PSRS) in personnel accountability and processing/reporting actions on forces attached to the installation; they are not used to augment other MPF work centers. If other work-centers require additional manning, the MPF Chief or Mission Support Commander must submit a PALACE TRIP request to their MAJCOM according to AFI 10-215.

20.8.4.2. Specific objectives:

20.8.4.2.1. Achieve and maintain up-to-date strength accountability for all Air Force personnel deployed and (or) employed in support of contingency (wartime) operations or exercises.

20.8.4.2.2. Provide commanders at all levels with current and projected status of their personnel resources.

20.8.4.2.3. Satisfy all Air Force and Joint Chiefs of Staff (JCS) reporting requirements, and accomplish reporting requirements in a timely manner according to AFI 10-215.

responsibilities, involve the Manpower and Personnel planners early in the plan development process.

**20.10. Identifying Nonunit Requirements.** In addition to identifying force requirements through the use of UTC packages, the OPLAN TPFDD also identifies nonunit personnel requirements. For computing nonunit-related personnel type movements, identifying CONUS point of origin, and selecting the CONUS aerial ports of embarkation (APOE) to be used, this guidance applies:

20.10.1. **Fillers.** Fillers are the personnel who are required to bring a unit or organization to an acceptable strength level compared to authorizations in the Manpower Data system (MDS).

20.10.1.1. Filler requirements include those for in-theater units attached to the supported component command.

20.10.1.2. The wartime augmentation of international organizations, unified commands, and in-theater Air Force units is included only when the OPLAN assumes that Reserve forces are to be mobilized and that such augmentation is essential to the OPLAN mission.

20.10.2. **Replacements.** When the estimated duration of a contingency operation warrants, the number of personnel needed to replace attrition losses is computed against the Air Force in-theater strength (assigned and attached) plus augmentation forces. The Military Personnel Attrition Planning Factors, WMP-1, Annex G, Appendix 6, are used for this computation. Time-phased losses are based on the estimated return-to-duty rate of

individuals hospitalized by battle injury, non-battle injury, or disease.

20.10.3. **Retrograde Personnel.** The supported Air Force component command must estimate the number of individuals to be moved to the rear areas.

20.10.4. **Medical Evacuation.** The calculation of medical evacuation requirements is a responsibility of the Surgeon General (HQ USAF/SG); however, the casualty rates and assumptions used by the HQ USAF/SG must be reviewed to ensure consistency with replacement requirements in paragraph 20.10.2 above.

20.10.5. **Origin.** The origin code to be entered for CONUS provided fillers and replacements is "XPRF," meaning "an unknown location in the United States."

20.10.6. CONUS APOE. Figure 20.1, Aerial Ports of Embarkation Geolocation Codes (GEOLOC), lists the primary APOEs for movement of fillers and replacements from the CONUS.

GEOLOC AREA	APOE	CODE
Europe	McGuire AFB, NJ	PTFL
	Charleston AFB, SC	DKFX
Pacific	Travis AFB, CA	XDAT
	McChord AFB, WA (including Alaska)	PQWY
Caribbean, Central, and South America	Charleston AFB, SC	DKFX
Southwest Asia	McGuire AFB, NJ	PTFL
	Charleston AFB, SC	DKFX

**Figure 20.1. Aerial Ports of Embarkation (APOE) Geolocation Codes (GEOLOC).**

20.10.7. **JOPES III Nonunit Personnel Generator.** The JOPES III nonunit personnel generator (NPG) is available at any WWMCCS location. It provides an automated capability to generate TPFDD records for the movement of nonunit replacement personnel. Computations of nonunit replacement personnel requirements and the generation of corresponding movement records are executed off-line by a batch job spawned from an NPG time-sharing function. The inputs required for the batch job are: a personnel working file tape created by the personnel planner, a medical working file tape obtained from the medical planner, a ports of support file tape obtained from the logistics planner, and the medical planning module on-line medical data base. The output of the batch job is a

TPFDD tape containing single or multiservice movement records for nonunit replacement personnel.

### *Section E--The Personnel Annex*

**20.11. Purpose and Scope.** JOPES and COMPES activities are supported by combining manpower and personnel planning results into a Personnel Annex for operation plans written at or above MAJCOM level.

20.11.1. The Personnel Annex includes guidance on personnel policy, procedures, management, and manpower requirements. It outlines the personnel actions required for Air Force operations and identifies factors that could limit the command's support

capabilities. It defines all manpower requirements and identifies the personnel resources to satisfy them. To conform to the JOPES formats, this annex must reference certain functions other than manpower and personnel. (See Attachment 2, figure A2.80. for format and agencies that prepare the annex.)

20.11.2. When the command receives personnel resources from external sources, the manpower and personnel planners must include the commitments in the Personnel Annex.

20.11.3. Manpower and Personnel jointly develop the Personnel Annex to base-level OPLANs. Personnel is the OPR and the Manpower Office is the office of collateral responsibility (OCR) for the Manpower and Personnel Annex.

**20.12. Plan Feasibility.** Before developing the Personnel Annex, Manpower planners must review proposed UTC requirements to determine the feasibility for satisfying the taskings. This may require using the Air Force Specialty Code (AFSC) level of detail and sourcing availability data.

20.12.1. The Personnel planner works with Manpower and functional area planners to determine whether the requirements can be satisfied from possessed active and command-gained personnel resources (if mobilization

has been ordered) or whether external manning assistance (augmentation) is required.

20.12.2. The overall appraisal process determines the personnel feasibility and lays the foundation for logical development of a comprehensive Personnel Annex.

**20.13. Personnel Annex Format.** Attachment 2, figures A2.80 through A2.88 provides sample formats and guidance for preparing the Personnel Annex and appendices. The Personnel Annex shown is one prepared at the MAJCOM level.

20.13.1. Although the format conforms to that prescribed by JOPES, there are additional paragraphs and appendices shown that are only pertinent to Air Force wartime planning. All paragraph and subparagraph headings shown in the sample should be used. If the plan does not require certain information or instructions, that paragraph or subparagraph should be annotated "not applicable."

20.13.2. If the annex requires information that does not fall logically within the established paragraphs, other paragraphs may be added. If any of the established appendices do not apply to the plan being written, this should be noted in the applicable paragraph reference in the annex and "not used" should be annotated next to the appendix number in the listing at the end of the annex. More appendices may be added if necessary.

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## Chapter 21

### PUBLIC AFFAIRS PLANNING

**21.1. The Public Affairs Mission.** Air Force leadership has a fundamental responsibility to provide the public (internal and external) with complete, accurate, and timely information it needs to understand issues and reach sound decisions about defense. Public affairs is the primary means of fulfilling that responsibility and its programs afford the Air Force an important means of establishing the credibility of the Air Force. Sound Public Affairs doctrine applied to public communications addressing threats, objectives, resources, and national choices, is a fundamental prerequisite for successful warfare. Without this free flow of information, the will of the people--the national choice--may be flawed. Public Affairs operations are conducted through three separate functions, each addressing specific segments of the total audience: internal information, media relations, and community relations.

21.1.1. The primary goal of internal information is to provide commanders the necessary communications tools

to keep personnel fully informed, thus leading to the development and maintenance of high morale and higher productivity. The attitudes of Air Force men and women and their families are vital to the combat successes of the commanders' forces.

21.1.2. The basic objective of media relations is to be responsive to the American public's right to information about government activities within the bounds of national security and the restrictions of law. As an instrument of the American people, the Air Force and its activities are open to public scrutiny. The Air Force's ability to carry out its mission, therefore, depends on its ability to communicate its accomplishments, problems, and needs to the public. Responding to public interest requires support from the national, regional, and local media. Public Affairs is a supporting force in achieving military objectives, but in respect to adversarial disinformation operations, Public Affairs is the offensive force required



to neutralize disinformation through unrelenting communication of fact, reality, and truth.

21.1.3. The role of community relations is to establish and maintain supportive communications between a military activity or base and its surrounding community. Community relations support the operation of military forces by fostering an environment of mutual understanding and cooperation between the public and military forces. Community relations begins at the local level but also addresses all facets of domestic and allied societies at regional and national levels and is employed wherever military personnel are located.

**21.2. Basic Planning Guidance.** Any major operational plan, project, operations order, and exercise plan having internal information, media or community relations implications must contain a public affairs annex. The Public Affairs Annex Q, to the USAF War and Mobilization Plan, Volume 1, (WMP-1) provides the Air Staff, major commands, direct reporting units and field operating agencies with public affairs policy for conducting programs and supporting any level of conflict or contingency. Additional guidance is contained in AFI 35-101, Public Affairs War Planning, Training and Equiptage.

21.2.1. Planning is an ongoing process. Whenever there is a change in a supported plan-- in the geopolitical climate of the area of responsibility (AOR), in the proposed order of battle, etc.--then plans based on these variables must be updated or rewritten to accommodate the changes.

21.2.2. Responsibilities for planning vary depending on the wartime organization being supported. The joint staff will plan to handle the media and public interest generated by an operation or exercise being executed. The Air Force component and supporting command staffs will focus on developing comprehensive plans for internal information activities as well as planning to support the joint staff, as directed, concerning the media. The internal information plan must address both the needs of the audience in the AOR and the supporting internal publics. Apportioned units will plan for an aggressive unit internal information program in addition to supporting both the unified and component command. All other MAJCOM and unit PAOs will use the directions in AFI 10-403 and WMP-1 and AFI 35-101 to formulate and document base support planning for nonapportioned support forces and facilities required for the operation or exercise.

21.2.3. Planners at each level below that of the basic plan initiators will explain in their document how they expect to accomplish the stated objectives of the basic or

tasking plan being supported. In the case of media support, for example: OASD/PA will direct the use of DoD media pools and the ground rules for the media; the unified command will then publish these instructions along with other information on how it plans to accomplish the PA media mission; and the Air Force component command will task resources to staff a Joint Information Bureau (JIB) or a Combined Information Bureau (CIB), and so on. **NOTE:** JIB examples and instructions can be used interchangeably in planning for CIBs.

### 21.3. Operational Planning Considerations:

21.3.1. Unified and specified commands have direct authority over Air Force component commands in media and community relations activities in accordance with DoD Directive 5105.35. When there is no unified or specified command responsible for the conduct of an operation or exercise, the Air Force commander will be responsible directly to the Secretary of Defense for media relations and community relations. This creates a hierarchy in planning for media support that is unique to Public Affairs. Again, when there is no unified command/PA in the chain of command, the Air Force component command, MAJCOM, or base PA reports directly to OASD/PA. The media support plan is approved at OASD/PA and is articulated in the highest level Air Force plan. Community relations activities are conducted for the benefit of the supported commander, as such, the activity will be controlled at that planning level.

21.3.2. There will be a continuing requirement to rapidly inform the external and internal publics concerning Air Force involvement in a contingency or general war. During the period immediately following the initiation of contingency operations or general war, public announcements of the scope and effectiveness of US military activity and damage inflicted by the enemy will be controlled at the highest levels of government. As operations continue, centralized control is expected to diminish, thereby permitting the Air Force more latitude in handling public affairs activity. There will be an increased requirement to produce and distribute visual information products in support of public affairs programs. If the operation or exercise should last for an extended period, it is anticipated that there will be a requirement to expand all public affairs functions.

21.3.3. In developing supporting manpower requirements, consider all valid wartime workloads including those resulting from increased or decreased base activities and mobilization of Air Reserve Component forces. Compute manpower requirements using the appropriate manhour availability factor (MAF). A list of MAFs can be found in WMP Vol 1, Annex Z.

21.3.4. Review Annexes A, B, C, G, J, L, R, T, X, and all their appendices of the tasking plan before finalizing support requirements in Annex F, Public Affairs.

**21.4. Public Affairs Annexes to OPLANs.** Normally, Air Force Public Affairs officers will be planning in a supporting role. A unified command PA staff will be responsible for the media. The Air Force planner will consider media support requirements in planning but must focus primarily on the mission of supporting Air Force commanders with a proactive internal information program. The unit PA planner must incorporate support for both unified and component requirements and plan to serve the unit publics. Generally, the organization of Air Force Public Affairs plans should follow the series of examples in Attachment 2, starting at figure A2.93. The resulting Annex F, with its appendices and tabs, will be a comprehensive PA plan portraying the expected conduct of information management and delivery of products and services in support of the various audiences. Each plan annex should contain, at a minimum, appendices for media support, internal information to include a tab outlining a product priority list, community relations, Armed Forces Radio and Television Service (AFRTS) support and an estimate of manpower requirements. The appendices should not restate supported plan requirements for each area. However, a summary of the supported plan should be presented in sufficient detail to lead executing practitioners logically to the instructions the planner wishes implemented.

21.4.1. **Annex F.** This annex (an example is in Attachment 2, at figure A2.93.) will stipulate the concept of the overall conduct of the Public Affairs program in support of the operation or exercise being planned. Normally, an annex to a supporting plan will be written by the Air Force component command PA staff in response to a unified command tasking. Each subordinate plan annex will state how levied support requirements will be satisfied. Each command level must also explain tasking for its own requirements to subordinate levels and other supporting functional areas. The example in Attachment 2 at figure A2.93. can be modified to accommodate different command planning levels.

21.4.2. **Appendix 1, Requirements.** The requirements appendix will contain information on the time phasing of force requirements and the source of the forces. When there is a difference in requirements at different phases of the operation or exercise, show the changes and the source that will satisfy the requirement. When casualties are anticipated, use data from the intelligence estimates, or WMP-5, Planning Factors, to factor in expected losses and how the requirement for back fills will be met. An

example of this appendix is in Attachment 2 at figure A2.94. This appendix also contains tabs that specify personnel and equipment requirements for JIBs and sub-JIBs.

21.4.3. **Appendix 3, Media.** Normally the unified command will provide instructions on media relations and JIB establishment and operations. An example of a media support appendix is provided in Attachment 2 at figure A2.97. to assist Air Force planners in the event that planning is required for an activity the Air Force is designated to lead (planning is started at a level below the unified command) or when the operation or exercise does not include other service participation. Appendix 1, Tab A, will spell out general ground rules for the media. Manpower and deployment requirements for JIB support will be stated in Appendix 5. Appendix 5, Tab B, will list JIB equipment and communications support requirements. If the information for the Tabs is in a higher-level plan refer the reader there.

21.4.4. **Appendix 5, Internal Information.** The internal information appendix will explain the expected course of action for each level of organization in providing information to the various audiences. Each planning level must task subordinate units for required support and document the support it requires of superior units to fulfill its tasked mission. Appendix 5, Tab C, will list equipment requirements for internal information needs. An example of this appendix is in Attachment 2 at figure A2.99.

21.4.5. **Appendix 6, Community Relations.** This appendix will contain an inventory of activities that are planned to impact the local community. In the AOR, community relations should be considered a supporting element for planned Civil Affairs activity, Annex G in most JCS formatted plans. Either the U.S. Army or The Judge Advocate General of the Air Force is the responsible agent for that activity. Coordinate planned community relations activities with the tasked POC for Civil Affairs.

21.4.6. **Appendix 7, Armed Forces Radio and Television Service (AFRTS).** The AFRTS support appendix will reflect how the Air Force will plan to support the DoD (unified command) plan to provide radio, or radio and television, service to the supported audiences. The Air Force, when it is the Geographic Area Manager, will assist in planning for AOR AFRTS support as part of the appropriate level plan. It is always appropriate for the command and unit planner to consider using AFRTS support capabilities for all operations and exercises. Communicate all known or anticipated support requirements through the appropriate Air Force component command to the unified command,

with an information copy to Headquarters, Air Force Broadcasting Service Deputy for Operations (HQ AFBS/XO). HQ AFBS/XO will assist in planning for AFRTS support to all operations and exercises that reflect Air Force-only requirements, and for all Air Force proportionate share, joint requirements.

**21.4.7. Appendix 8, Army/Air Force Hometown News Support.** Army/Air Force Hometown News Service provides public affairs support to Air Force PAOs in the

following programs: Hometown News Releases, and print, radio and television Feature Teams. Document in Appendix 6 anticipated Hometown News support requirements and coordinate them with AFNEWS/HN.

**21.4.8. Other Appendices.** Additional appendices can be added, as needed, to address various requirements, such as band support or special media events anticipated but not included in Appendix 1, etc.

## Chapter 22

### WEATHER PLANNING

**22.1. Introduction.** The weather support plan or annex to a war and contingency plan gives guidance on the concept of weather and space environmental support, tasks responsible weather facilities, and details the weather support requirement. Planners must be familiar with the Meteorological and Oceanographic Services Annex. A sample Annex of a component command OPLAN is shown in Attachment 2, Figure A2.106.

**22.2. The Weather Support Mission.** The weather support mission is to provide or arrange for meteorological support to commanders and/or decision makers at all levels of command.

**22.3. Weather Support Concept.** The size, structure, and extent of weather support depends upon the scope and nature of the operation. Normally, weather support is provided by using a mix of both centrally and locally produced meteorological products and is defined in terms of long-range planning, mission planning, and execution support. Long-range planning and mission planning are usually the responsibility of designated centralized production facilities; such as, Air Force Global Weather Central (AFGWC) or Forecast Units (FU). Locally produced forecasts are normally the responsibility of the local base weather station, or its equivalent.

#### **22.4. Planning Responsibilities for Weather Support:**

**22.4.1.** Environmental considerations must be an integral part of operations planning to identify and resolve support requirements and problems in advance of implementation. Commanders must integrate weather planning into operational planning activities from the outset of the planning cycle at all levels of command. Such integration is essential to complete collateral planning by HQ USAF and other commands.

**22.4.2.** The detailed coordination required begins with a staff weather officer's (SWO) advice on overall

environmental considerations and with the development of climatological studies. These studies provide a statistical summary of past weather and directly relate to staff estimates of the situation. Subsequently, the supported command's weather staff also prepares an Meteorological and Oceanographic Services Annex, based on the course of action adopted by the commander. This annex identifies the nature and level of environmental support required. It also tasks supporting commanders to provide the augmentation needed to achieve the objective.

**22.4.3.** The supported commander's SWO is responsible for identifying and developing the weather support concept of operations and documenting those requirements in Meteorological and Oceanographic Services Annexes, OPLANs, OPORDs, or letters of instruction. The SWO is also responsible for identifying a wide range of support requirements, to include communications, personnel and manpower, equipment, logistics support, control of meteorological information (METCON), and centralized support. The SWO must also arrange for contingency station identifiers, identify weather data requirements, and document mission support limitations.

#### **22.5. Planning Weather Support Force Requirements:**

**22.5.1.** The requirements for weather and related environmental services are based on the determination of the manpower required and the manpower availability factors outlined in the Manpower Annex. Planners must compute manpower based on the emergency workweek before determining augmentation requirements. The capabilities and resources of allied weather forces must be exploited when possible. Planners must also document the in-place and augmentation forces required.

22.5.2. HQ USAF/XOW, in conjunction with the major commands, assist in translating the operational support requirements into required support capabilities. This is done according to Air Force programming to ensure the required capabilities are available through forces in being, or reserve forces, when required. Augmentation force details are determined and published in appropriate major command plans.

**22.6. Responsibility for War Reserve Materiel (WRM) Planning.** Weather planners must ensure that the WRM as well as essential weather support consumables are included in the planning. Weather units should maintain WRM in accordance with established MAJCOM supply and funding levels. It is the MAJCOMs responsibility to fund and maintain the WRM for its weather forces. Once deployed, it is the supported CINC's responsibility to fund weather support consumables and/or WRM depleted in support of the operation.

**22.7. Guidance for Preparing the Environmental Services Annex.** The Meteorological and Oceanographic Services Annex to a command OPLAN must give at least the information shown in the sample format in Attachment 2, Figure A2.106. Items may be added to the major paragraphs as required to fully outline

requirements and procedures. Administrative guidance is contained in Chapter 8.

## **22.8. Guidance for Army Weather Support:**

22.8.1. The standard of support for Army tactical ground and air operations is in AR 115-10/AFR 105-3 and FM 34-81/AFM 105-4.

22.8.2. The Air Force will provide, operate and maintain complete communication systems down to a designated DCS interface point. Extending communications below this level is the Army's responsibility.

22.8.3. A table of organization and equipment (TO&E) provides the Army's standard organizational structure. It also serves as the basis for developing a modified table of organization and equipment (MTO&E). The MTO&E assets belong to the supported Army unit but are operationally used by the supporting weather team (WETM). The Army SWO must ensure that MTO&E resources area adequate for their missions. The supported Army is responsible for equipping the weather team to at least the same percentage level as the Army unit.

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## **Chapter 23**

### **COMMAND, CONTROL, COMMUNICATIONS, AND COMPUTER (C4) SYSTEMS**

#### ***Section A--General Policy and Guidance***

**23.1. The Scope of Command, Control, Communications, and Computer (C4) Systems Planning.** This chapter provides general guidance on the important aspects of C4 systems war planning. A C4 system is a combination of people, facilities, equipment, and other resources organized to process information. Processing includes creating, collecting, protecting, analyzing, transmitting, storing, retrieving, disseminating, and disposing of information. This definition encompasses areas traditionally represented by command and control systems, telecommunications, computer resources, data automation, office information systems, local/wide area networks, and communications-electronics (C-E).

23.1.1. Air Force policy is to manage information as a critical resource and to base planning actions on what is required from a total Air Force perspective. C4 systems must be planned and managed to enhance warfighting capability.

23.1.2. It is important for C4 systems planners to know about force and base employment and coordinate efforts to ensure all C4 systems requirements are identified and fulfilled. These requirements must be consolidated in Annex K of the OPLAN. While several appendices to Annex K are highlighted, the plans should not be limited to these. Instead, the planners must write the annex to cover all aspects of an operation and the C4 systems required to support that operation. Annex K is entitled "Command, Control, and Communications Systems" in order to remain consistent with the JOPES process.

**23.2. Wartime C4 Systems Mission.** The basic wartime C4 systems mission is to provide the means by which commanders can effectively command and control their combat forces and to provide the capability for supporting forces to efficiently sustain Air Force combat operations. Therefore, planners must know the concept of operations of the combat forces to ensure essential C4 systems and interfaces with operational forces are provided. The C4 systems planner at all levels of command should be involved in developing the

operational concept for the combat forces and direct combat support forces.

**23.3. Planning Responsibilities.** Planning is an inherent function of each activity in support of the commander's responsibilities. Plans written by higher echelons of command are necessarily broad in scope, while lower echelon supporting plans increase in detail. Group, squadron, and detachment plans normally cover the internal functioning of a single, specialized activity and are of primary value to that unit in fulfilling missions assigned by higher authorities.

23.3.1. Two aspects of joint planning are:

23.3.1.1. Fulfilling MAJCOM objectives.

23.3.1.2. Fulfilling MAJCOM responsibilities in support of other commands or agencies.

23.3.2. Planning staffs must be aware of pertinent directives, policies, and objectives of both the supporting command and the command exercising operational control.

23.3.2.1. Intermediate commands must encourage subordinate units to participate in the planning process by reviewing the unit plans, exchanging recommendations, and prescribing reporting procedures designed to provide a two-way flow of information.

23.3.2.2. The responsible parent unit analyzes the plans of subordinate units for consistency, completeness, and commitment of resources.

23.3.3. At each echelon, plans must contain sufficient detail to accomplish the mission and to guide tasked echelons. Supporting plans should be written any time additional details are required.

23.3.4. Plans are important at the subordinate unit level because this is where the plan is executed and forces are employed. It is important for plans to be clear and specific about unit tasks and responsibilities. The unit level planning activity must ensure all personnel know their responsibilities under the plans, all support documents have been prepared, and that proper coordination and planning actions have been completed. Unit plans officers must maintain a close relationship with the host command planning activity to ensure C4 systems capabilities and support requirements are properly reflected.

23.3.4.1. Supervisors of functional areas are responsible for plan development and control of detailed inputs such as frequency management and land mobile radios

(LMR). While the formal management of planning documents rests with the unit plans activity, this in no way lessens the supervisor's responsibility for participating in the planning process. Whereas unit plans libraries are concerned primarily with the administrative requirements of planning documents, every functional directorate, branch, section, and agency, regardless of the echelon of command, has the inherent responsibilities of reviewing, developing, preparing, and coordinating plans.

23.3.4.2. The office of primary responsibility (OPR) is the agency responsible for the actual preparation of the planning document. It consolidates inputs from the staff and base action agencies and ensures final publication of the plan. The project OPR consults with the plans library or unit plans officer for appropriate format, guidance, and administrative procedures.

23.3.4.3. The action agency within each functional area is responsible for detailed planning data inputs to the project OPR.

23.3.5. As with the unit level planning, plans written at higher headquarters are not the sole responsibility of the plans function. Commanders and all staff agencies must be involved in the creation of these plans. Each input from the staff functional areas adds to the completeness and feasibility of the plan.

**23.4. Planning Guidance.** Planning for the efficient use of C4 systems in a wartime environment is a complex and technical task. It requires extensive and in-depth research. The plan narrative must be as detailed as possible to facilitate a responsive employment posture because there is insufficient time during the execution phase to perform the detailed engineering and logistics planning required to support the plans. Listed in the following paragraphs are a number of aspects for unit and MAJCOM planners to consider during plan development. They are by no means all-inclusive, but are a starting point. Each level of command is encouraged to expand this guidance to cover areas peculiar to its mission.

23.4.1. Base and unit level planners must plan for:

23.4.1.1. Efficiently employing unit forces and any augmenting forces deploying to the base or its responsible locations. (These locations may include collocated operating bases, forward operating locations, remote sites, dispersal bases, and standby bases.)

23.4.1.2. Interconnecting deploying assets with their own or host C4 systems and facilities.

23.4.1.3. Using both military and commercial host nation C4 systems.

23.4.1.4. Receiving and bedding down augmenting forces.

23.4.1.5. Providing physical and technical security, survivability, sustainability, repair, restoration, and reconstitution of C4 systems.

23.4.1.6. Deploying unit forces to wartime locations.

23.4.1.7. Adequately augmenting units to eliminate manpower and equipment deficiencies.

23.4.1.8. Ensuring adequate protection measures are taken to provide command and control systems and support C4 systems throughout the period of conflict.

23.4.1.9. Establishing wartime levels of operating stocks and versatile supplies for in place, deploying, and augmenting forces (e.g., programmable radios).

23.4.2. MAJCOM planners must:

23.4.2.1. Plan for the integration and employment of augmenting forces into their theater of operations.

23.4.2.2. Plan for the interconnection of tactical C4 systems with fixed systems.

23.4.2.3. Plan for the reception and intratheater movement of augmenting forces within their area of operations.

23.4.2.4. Coordinate the employment of C4 systems with other commands to prevent the duplication of deployed assets.

23.4.2.5. Plan for the logistics support of the remote sites not assigned to a particular base, to include site surveys.

23.4.2.6. Coordinate with supported MAJCOMs to ensure all C4 systems and support requirements are identified to include frequency requirements. for RF spectrum dependent systems such as C2, weapons, EW and Intel.

23.4.2.7. Coordinate with other services and the Defense Information Systems Agency (DISA), as necessary, to ensure the interconnectivity of C4 systems.

23.4.2.8. Provide guidance on the protection, sustainment, survivability, repair, restoration, and reconstitution of C4 systems.

23.4.2.9. Ensure all tasked units within their command and supporting MAJCOM are aware of current taskings.

23.4.2.10. Source all assets within their command.

23.4.2.11. Ensure adequate wartime levels of operating stocks and supplies are established for in place, deploying, and augmenting forces (e.g., programmable radios).

23.4.2.12. Ensure overall C4 architecture is consistent with theater architecture requirements and meets both interoperability and integration requirements.

**23.5. Frequency Planning.** The electromagnetic spectrum is a national resource, and each nation controls the use of that resource within its own borders. The spectrum is managed internationally by treaties. The increased demand for using the spectrum has caused most of the usable bands to become congested. The frequency planning process must be conducted at a level of command which is high enough to be able to assess total frequency spectrum availability and requirements within the theater of operation. The objective is to ensure reasonable compatibility and minimize mutual interference among friendly systems. Intensive spectrum use and ever-expanding requirements demand positive, aggressive management and planning at all levels of command to preserve effective C<sup>2</sup>. The planner must contend with the limited availability of the spectrum resource radio frequency coordination procedures necessary to satisfy the OPLAN requirements. Frequency planning goes far beyond obtaining authorization to use frequencies. The frequency manager must be an active member of the C4I systems staff. The frequency manager must coordinate with the CINC frequency manager/coordinator to ensure host country requirements are known and or restrictions are identified and workarounds implemented. As the concept of operation is developed and the C<sup>2</sup>S estimate is drafted, the basic spectrum support needed can be identified and compared against other demands within the overall spectrum environment. The frequency manager must begin the coordination process, perform the electromagnetic capability analysis, and identify the source for future expanded frequency support.

**23.6. Manpower Planning.** One of the most important aspects of war planning is identifying manpower requirements. This is true not only for the actual operations, but also as a part of the USAF Support Force Sizing Exercise (FORSIZE). The results determine the active duty force structure and the impact on the use of the ANG and AFRES forces. Wartime manpower requirements are dynamic and change with variations in threat, equipment, and concept of operations. The

planner must be aware of available duty hours and must fully utilize those forces provided by the wartime scenario. More detailed guidance is published in AFR 26-1, Volume 4; WMP-3; and Chapter 20 of this manual.

**23.7. Biennial Planning, Programming, and Budgeting System Relationship.** The C4 systems planner must understand the relationship between war planning and the DoD BPPBS. In particular, the planner must understand the difference between FORSIZE and OPLAN TPFDDs in order to provide each with the correct C4 systems manpower inputs. Chapter 4 contains detailed guidance on TPFDD inputs.

23.7.1. Since OPLAN TPFDDs cannot exceed the force levels apportioned in WMP-3, they cannot be used as part of the requirements process of the BPPBS. However, shortfalls in availability, if they exist, pose some limitations on the combat and direct combat support forces. Such limitations must be included in the proper paragraph of the OPLAN with an assessment of the constraint on the operational forces. This allows the requirements specified by other processes to be related to the limitations identified in the OPLAN which, in turn, provides wartime justification for the requirement.

23.7.2. The FORSIZE TPFDDs are the result of the requirements development process. Support forces are not constrained by WMP-3 availability. As stated earlier, each year HQ USAF specifies the scenario and the OPLANs for developing the FORSIZE TPFDDs.

23.7.2.1. The requirements identified in the FORSIZE TPFDD should relate to both the concept of the basic plan and the specific limitations resulting from the shortfalls as stated in the source OPLAN.

23.7.2.2. The war plans must be correlated with the various requirements documents to provide an audit trail and support the appropriate programming and budgetary actions.

23.7.2.3. The importance of an accurate, complete, and properly formatted FORSIZE narrative for C4 systems cannot be overstated. It is this document which helps to provide the rationale behind the increased wartime requirements and assists in supporting future systems.

**23.8. Policy Documents.** C4 systems planners must develop their concept of operations according to policy provided in a wide variety of documents. Their knowledge must go beyond the boundaries of their own specialty and include, for example, an understanding of air operations (55-series regulations), logistics (400-series regulations), air base defense (206-series regulations), etc. Peacetime disaster relief regulations

should not be used as the basis for wartime planning. Paragraph 23.39. lists a number of key C4 systems reference documents.

### *Section B--The Command, Control and Communications Systems Annex*

**23.9. Annex K, Format.** This section expands the guidance given in Attachment 2, the Annex K format at figure A2.109. Only those items peculiar to the Air Force and not covered by the example taken from JOPES, Volume 1, will be addressed. For example, in addition to the appendices required by JOPES, Air Force operations plans must include an appendix on frequency support if an Annex K is written for the plan. An Annex K should only be written when instructions are detailed enough to warrant a separate annex.

**23.10. Annex K, Assumptions.** This section is extremely important. Inadequate attention given to assumptions can cause an inordinate expenditure of resources, or even cause a plan to fail. Assumptions must have a logical basis derived through study of historical facts, doctrine, intelligence estimates, etc. Failure to formulate good assumptions can result in failure to identify crucial and complex problems that require detailed planning.

**23.11. Annex K, Operational Concept, Capabilities, and Limitations.** This paragraph contains a brief overview of the support for the entire operation, including the overall capabilities of the in-place C4 systems, both before and after arrival of any additive forces. This overview may be expanded in the appropriate appendices. This section should not list the equipment, but only the types of services to be provided. It is extremely important to identify all limiting factors, such as, equipment, personnel, support, etc. Any factors which significantly degrade the warfighting capability should be forwarded to the appropriate staff for possible programming action and considered for inclusion in the situation reports prepared by the commander.

**23.12. Annex K, Special Measures.** This paragraph has multiple uses. It is not limited to any particular requirements and it may be used to describe unusual procedures or operations peculiar to the C4 systems support. If not applicable, this paragraph may be deleted.

**23.13. Annex K, Logistics.** This paragraph covers special logistics considerations. It is used to discuss wartime procedures for maintaining C4 systems that are under contract during peacetime. It may discuss unit capability to logistically support the taskings under the plan. Other items that could be included are procedures

for obtaining locally procured parts or using pre-positioned assets.

**23.14. Annex K, Administration.** This section provides administrative guidance for subordinate and collateral organizations to use to identify and report differences between tasking and capabilities. This process allows discrepancies to be identified at the tasked level. Actions can then be taken to correct these discrepancies, such as, execution planning, TPFDD changes, and annual plan revision. This section is also used to provide guidance for required reports and reporting procedures, including reports to allied headquarters.

**23.15. Annex K, Appendix 1, Communications Security.** Instructions for this section of the annex are covered in Section C of this chapter.

**23.16. Annex K, Appendix 2, C3 Protection.** This appendix is extremely important in assessing the ability to provide adequate command, control, and communications throughout the period of conflict. It is designed to ensure the effectiveness of friendly command and control forces, and it requires an in-depth analysis of both defensive and offensive options in protection of C3. At a minimum, coordination with operations, air base survivability, and electronics combat planners is mandatory. More detailed guidance is presented in JOPES, Volume II.

**23.17. Annex K, Appendix 3, Communications Planning.** This is an appendix prescribed by JOPES to allow planners to expand upon areas of special interest that do not fall logically in the prescribed paragraphs or appendices. Planners may add tabs to this appendix to cover any necessary information.

**23.18. Annex K, Appendix 4, Satellite Communications Planning.** This is an appendix prescribed by JOPES to allow planners to expand upon satellite communications. Planners should use the tabs to this appendix to cover the necessary information.

**23.19. Annex K, Appendix 5, Defense Courier Service.** This appendix provides instructions to guide support relationships between the Defense Courier Service (DCS) and supported units.

**23.20. Annex K, Appendix 6, Frequency Support.** This appendix provides guidance to the component commander and MAJCOM frequency manager for procedures to be used in coordinating and assigning radio frequencies for use within a theater of operations. Procedures are also included as necessary for conducting field analyses, responding to meaconing, intrusion, jamming, and interference (MIJI) incidents, and establishing the coordination necessary in the field to

minimize interference and deconflicting EW and Intel frequency use.

**23.21. Other Appendices.** Although not specified, other appendices may be developed if they are needed. The use of additional appendices is encouraged to fully describe all aspects of required C4 systems support. Aspects to consider for additional appendices are:

23.21.1. Intelligence.

23.21.2. NBC Defense Operations.

23.21.3. Special Operations.

23.21.4. Search and Rescue Operations.

23.21.5. Air Base Operability.

23.21.6. Logistics.

23.21.7. Personnel.

23.21.8. Public affairs.

23.21.9. Weather communications and equipment maintenance.

23.21.10. Air traffic control.

23.21.11. Satellite connectivity.

23.21.12. Defense Communications System (DCS) connectivity.

23.21.13. Circuit allocation.

23.21.14. Mission essential circuit lists.

23.21.15. Procedures for tactical interface.

23.21.16. Space Operations.

23.21.17. Pre-positioned assets and wartime host nation support.

23.21.18. Medical services.

23.21.19. Civil Engineering and installation management.

23.21.20. Force Protection and Air Base Ground Defense.

23.21.21. Information Management systems connectivity.



23.21.22. Support to attached sites (collocated operating bases, forward operating locations, remote sites, dispersal bases, standby bases, etc.).

23.21.23. Support required by Supporting Commands.

23.21.24. Reception and beddown of deploying forces.

23.21.25. Combat Reporting connectivity requirements.

### ***Section C--C4 Systems Security Planning***

**23.22. Introduction to C4 Systems Security .** Incorporating C4 systems security is an integral part of all planning. C4 systems security is the protection afforded to information systems to preserve the availability, integrity, and confidentiality of the systems and the information contained within the systems. Such protection is the integrated application of communications security, application of the combination of all security disciplines, including communications security, TEMPEST, and computer security. The varying degrees of security, which are required for different types of C4 systems, must be considered on an individual basis. Each planning activity, operation, contingency or other military process must be examined to ensure security is adequate to protect the C4 systems which support the plan. AFD 33-2, *C4 Systems Security*, covers specific responsibilities, and contains additional C4 systems security information.

23.22.1. This section, together with listed references, provides planners with guidance to be applied in reviewing and evaluating plans to ensure adequate COMSEC measures are provided to protect the classified aspects of the activity being planned. Prime areas of review are procedures for processing classified information via telecommunications, administrative report requirements, transmission mediums, the relationship of unclassified reports to classified operational activities, telephone restrictions and procedures, and other related handling.

23.22.2. This section also provides planners with a suggested approach for reviewing the communications aspects of a basic plan. Those aspects must be carefully considered while developing an adequate COMSEC portion of the plan to protect classified data or information of intelligence value.

**23.23. Responsibilities of COMSEC Officers and Staffs.** MAJCOM and Wing COMSEC personnel must review all plans to determine that, if required, COMSEC is addressed. This review ensures that COMSEC material is properly identified and all measures are

addressed for receiving, storing, using, and destroying COMSEC material upon implementation of the plan. As a minimum, these subjects must be addressed in the review:

23.23.1. Short title and quantity.

23.23.2. Identity of issuing point.

23.23.3. Supersession instructions (normal and emergency).

23.23.4. Material resupply support.

23.23.5. Safeguard requirements.

23.23.6. Destruction requirements.

### **23.24. Terms Used in COMSEC Planning:**

23.24.1. **Communications Security (COMSEC).** Measures and controls taken to deny unauthorized persons information derived from telecommunications and to ensure the authenticity of such telecommunications.

23.24.2. **Cryptosecurity.** The component of communications security which results from the provision of technically sound crypto-systems and their proper use.

23.24.3. **Transmission Security (TRANSEC).** The components of communications security that results from the application of measures designed to protect transmissions from interception and exploitation by means other than cryptanalysis.

23.24.4. **Emission Security.** Protection resulting from all measures taken to deny unauthorized persons information of value which might be derived from intercept and analysis of compromising emanations from crypto-equipment, automated information systems, and telecommunications systems.

### **23.25. Guidance for Using the COMSEC Section:**

23.25.1. Not all of the information covered in this section needs to be included in a COMSEC appendix to a C<sup>2</sup>S annex. Only information necessary to the plan should be included. COMSEC publications, instruction applications, and other material unique to the planned operation, activity, or project should be considered in the COMSEC planning process.

23.25.2. All COMSEC planning actions or considerations should be tailored to fit the operation. In

the case of an operation plan in concept format (CONPLAN), a statement of COMSEC considerations is included in the "Command and Signal" paragraph of the basic plan. In operation plans, COMSEC considerations are included in Annex K, Appendix 1.

**23.26. Format for a COMSEC Appendix.** Attachment 2, figure A2.110. lists the basic data required and shows a sample format for a COMSEC Appendix to a C<sup>2</sup>S Annex. Items under the "General" and "Execution" paragraphs may be expanded or deleted and additional items may be added.

**23.27. Planning for Transmission Security (TRANSEC) of Air Force Communications Systems.** This paragraph outlines the basic TRANSEC objectives and some major subjects to consider when planning to achieve these objectives.

**23.27.1. Introduction.** Communications provide a lucrative source of intelligence information for hostile or potentially hostile interests. Since all nations use communications in conducting their diplomatic and military activities, each one is a potential victim of TRANSEC weaknesses. Monitoring and analyzing Air Force communications have long demonstrated the effectiveness of traffic analysis as a method by which an enemy can acquire intelligence. Also, traffic analysis efforts have pointed out the need for close and continuing evaluation of communications vulnerabilities when planning for the security of any operation.

**23.27.2. General Guidance.** In reviewing plans for TRANSEC adequacy or TRANSEC application, planners should focus on the practices and procedures most likely to cause transmission insecurities, and consider the feasibility of specific actions needed to reduce or eliminate those weaknesses. If a system or procedure makes interception difficult or costly, it is a worthwhile TRANSEC measure and should be used wherever it meets reliability and other operational requirements.

### **23.28. Specific Planning Guidance for TRANSEC:**

**23.28.1. Secure Communications.** The plan must include sufficient instructions to ensure that all classified information is passed over established secure communications systems.

#### **23.28.2. Use of Voice Call Signs:**

**23.28.2.1.** A voice call sign is any combination of characters or pronounceable words, which may be suffixed by two digits (01 through 99), used to establish identity and to maintain voice communications.

**23.28.2.1.1.** Any misuse of call signs assists foreign analysts in their efforts to override TRANSEC measures. The frequent changing of call signs can make unfriendly analysis of our traffic more difficult and less reliable.

**23.28.2.1.2.** Specific guidance on call signs is contained in AFR 56-17 (AFI 33-217, US Air Force Call sign Program.).

**23.28.2.2.** In Air Force usage, a nickname is any authorized combination of two pronounceable words that is used to identify, in an unclassified manner, a specific project or operation. Nicknames serve as flags to enemy intelligence analysts and thereby aid such analysts in cataloging and analyzing communications. Extreme caution must be exercised in using nicknames to prevent the release of any information that might allow the correlation of project-related data or might reveal the actual intent or purpose of a classified project. Plans should state, in detail, the proper time and circumstances for using nicknames per DoD 5200.1-R/AFR 205-1 and AFR 700-7.

**23.28.3. Control of Traffic Volume.** Normally, a pending operation or exercise can be identified by the unusual buildup of message traffic volume to and from certain organizations. Encryption of sending and receiving addresses and causing the circuit to appear busy at all times by sending dummy messages are two methods of traffic-flow security. A more common method is to send a continuous encrypted signal, irrespective of whether actual messages are being transmitted.

**23.28.4. Imitative Communications Deception.** The successful application of imitative communications deception (ICD) against our telecommunications relies on the ability to freely enter a network and pass erroneous traffic to confuse or interrupt an operation or activity. The ability of an enemy to perform this function can be controlled by using approved authentication or secure communications systems. The plan should state any requirements for authentication systems and related operating instructions, and describe the circumstances under which they will be used.

**23.28.5. Telephone Discipline.** The indiscriminate use of the unsecured administrative telephone provides the enemy analyst with the minute details so valuable to traffic analysis activities. Using secure record message facilities or secure voice equipment denies the enemy of valuable information.

**23.28.6. Encryption.** All plans should require the use of encrypted-for-transmission-only (EFTO) procedures for protecting unclassified message traffic that could

provide, if collectively analyzed, an insight into the classified operation or activity.

**23.28.7. Frequency Changing.** Changing the frequency makes it more difficult for an enemy to maintain the continuity of net identification, and may be used as a defense against jamming and interception. Frequency changing may be used independently or in combination with changing call signs frequently.

**23.28.8. Personnel Order of Battle (POB).** One of the most useful aids in the analytic process is the compilation of the POB. Personnel who are associated with specific operations, projects, or equipment tend to stay within those same areas regardless of PCS moves between theaters. The plan should include instructions for personnel to refrain from associating projects with personalities.

**23.28.9. Essential Elements of Friendly Information (EEFI).** In addition to considerations in a. through h. above, these EEFI should be reviewed for possible COMSEC protection:

23.28.9.1. The status of tactical training, combat readiness, or combat efficiency of unit or forces.

23.28.9.2. Information about the identity, location, movement, or changes in unit or force strength.

23.28.9.3. Changes in:

23.28.9.3.1. Command relationships and general or specific information relating to unit or force organization.

23.28.9.3.2. Unit or force mission.

23.28.9.3.3. Organization.

23.28.9.3.4. Equipment that alters unit or force operating capabilities.

23.28.9.4. The introduction of new equipment.

23.28.9.5. Equipment shortages or deficiencies that impair the operating efficiency or combat readiness of a unit or force.

23.28.9.6. General or specific personnel shortages that impair the operating efficiency or combat readiness of a unit or force.

23.28.9.7. The security clearances of individuals.

23.28.9.8. Unit or force requirements for linguists or foreign language qualifications of individuals.

23.28.9.9. Medical immunization requirements or actions that indicate possible operational intent or activity.

23.28.9.10. Information on the itineraries of important official visitors and the purposes of their visits.

23.28.9.11. Map or mapping requirements that indicate operational planning activities or possible operational intent.

23.28.9.12. Nicknames that can be associated in any way with any classified operation, project, or activity.

23.28.9.13. The security classification of a classified operation, program, or project.

23.28.9.14. The short titles of classified operation, contingency, or emergency plans.

23.28.9.15. Maintenance status of mission equipment or systems.

23.28.9.16. Information which reveals the specific cryptographic capability of an Air Force organization.

23.28.9.17. Information which reveals a cryptographic weakness or compromise of specific cryptographic material.

23.28.9.18. Information which reveals a specific cryptographic capability associated with a foreign government.

**23.29. Planning for Cryptosecurity of US Air Force C4 Systems.** This paragraph addresses the basic cryptosecurity objectives and some major subjects to consider when planning to achieve these objectives.

**23.29.1. Introduction.** Cryptosecurity is becoming easier to attain due to:

23.29.1.1. Advancing cryptographic techniques and capabilities.

23.29.1.2. Miniaturization which has reduced the weight and size of cryptocomponents.

23.29.1.3. Less stringent requirements on physical protection of cryptomaterials. To ensure adequate cryptosecurity considerations are applied in planning, basic guidelines are provided in 23.29.2. below.

23.29.2. **General Guidance.** To evaluate cryptosecurity, it is necessary to assume that every encrypted message can be intercepted. In cryptanalysis, success against an encrypted message or an encryption system may not always provide important information; however, minor successes in cryptanalysis can add intelligence of distinct value. Each proposed communications system, together with the expected volume and content of the associated traffic, must be evaluated separately to make sure it has adequate cryptosecurity protection.

### **23.30. Specific Planning Guidance for Cryptosecurity:**

23.30.1. **Proper Use.** The improper use of cryptomaterials can negate the intended system security protection. If the plan requires the use of codes, authenticators, or cryptoequipment by noncommunicators, the plan must provide for the proper training of all persons involved.

23.30.2. **Approved Systems.** The National Security Agency (NSA) is responsible for the design and production of cryptographic materials. Only those manual systems produced or authorized for production by NSA are approved for use. Homemade codes and authenticators must not be used under any circumstances. Information system planners must review the plan for any use of nonapproved cryptographic materials as prescribed in AFKAG 14.

23.30.3. **Unauthorized Use.** Using cryptographic materials for other than designed purposes increases the possibility of compromise and detracts from the security of the program. Approved codes and authenticators are to be used only for their intended purpose. Planners must ensure that authenticators or codes to be used in the planned operations are assigned for the purpose per AFKAG 14.

23.30.4. **Cryptographic Incidents.** Clear and comprehensive instructions covering occurrences that may be compromising must be made available to all handlers and users of cryptomaterial as prescribed by AFI 33-212. The plan must provide for the immediate reporting of any possible compromise of cryptographic material. The plan should include a warning that no person should attempt to determine whether a cryptographic incident has occurred--this is a job for experts.

23.30.5. **COMSEC Material Requirements.** Planners must establish procedures to ensure cryptographic materials and equipment quantities are restricted to operational requirements.

**23.31. Planning for Physical Security of COMSEC Material and Information.** This paragraph outlines the physical security objectives and some specific areas to consider in achieving the objectives.

23.31.1. COMSEC material and information must be safeguarded against physical loss during all phases of their existence. This is especially true where COMSEC material is under less stringent control procedures, such as in the field and in tactical situations. Some of these safeguards include control measures, accounting procedures, provisions for secure operational areas, compromise reporting systems, and emergency destruction procedures.

23.31.2. Enemy possession of our COMSEC material could provide the technical information necessary to break our cryptosystem codes or to develop cryptosystems comparable to ours. Physical security includes all physical measures necessary to safeguard COMSEC equipment, material, and documents from access or observation by unauthorized persons.

**23.32. Specific Planning Guidance for Physical Security of COMSEC Material.** The procedures set up to control and safeguard COMSEC material and information will vary in emphasis, depending on the classification of the material, extent of its use, and the operational environment. Every possible safeguard must be incorporated when developing or reviewing plans or taking planning actions. These are some considerations for planners in applying safeguards:

23.32.1. **Adapting to the Situation.** While the control procedures and safeguards employed in any given situation must be adapted to the particular plan or environment, the adaptation should consist of modifying procedures rather than omitting them.

23.32.2. **Controlling Access.** Due to the need for controlled access to COMSEC material, all secure telecommunications centers should be physically separated from other work areas and entry must be strictly controlled. If the plan requires establishing a secure telecommunications center, the COMSEC instructions should include the controls required for the physical security of the facility according to AFKAG-1( ).

23.32.3. **Emergency Actions.** If the plan requires distributing, transporting, using, or storing COMSEC material, emergency instructions must be provided. These instructions could range from the simple destruction of codes and authenticators carried aboard aircraft to a full-scale emergency action plan for a

communication facility. These procedures must be given to the people who are to take the emergency actions and protect the material under emergency conditions per AFKAG 1 and AFI 33-211.

**23.32.4. COMSEC Accounting.** Because of the sensitivity of most COMSEC materials and the need for COMSEC managers to know the location of each item at all times, a strict accounting procedure is established to control the material. All personnel who handle, operate, or destroy COMSEC materials and equipment must use this procedure. Since proper hand-receipting for cryptomaterial is an important part of most operations, material accounting instructions should be included in the plan. More guidance can be found in AFKAG 2 and AFI 33-211.

**23.32.5. Flightline Security.** Security for COMSEC material is an important part of an air operation. The plan must outline procedures for providing adequate security for all COMSEC material handled by operations personnel for use aboard aircraft. These procedures should also cover protecting the material while it is in transit to and from the aircraft regardless of whether or not the aircraft is securely parked.

**23.32.6. High-Risk Area.** A high risk area is any area (land, sea, or air) where there is a strong possibility that classified COMSEC material may be compromised through either overt or covert acts by hostile forces. It may be created by political unrest leading to mob action, civil disturbance, border tension, etc. These situations must be anticipated during planning and before cryptomaterial is moved into such a high-risk environment. In such areas, special protective measures for cryptomaterial must be established. Plan guidance must restrict the type and quantity of material to the minimum needed and specify responsibility and measures to give special protection to the cryptomaterial. It must also include emergency destruction plans and provide for a continuing assessment of their adequacy. Detailed guidance is available in AFKAG-1 and AFI 33-211.

**23.33. Planning for Emission Security of US Air Force Telecommunications.** Emission security is the by-product of all COMSEC measures taken to deny access by unauthorized persons to valuable information that might be derived from intercepting compromising emanations from telecommunications systems. Compromising emanations are unintentional data-related or intelligence-bearing signals which, if intercepted and analyzed, disclose classified information being transmitted, received, handled, or otherwise processed by any information processing equipment. TEMPEST is an unclassified short name referring to investigations and studies of compromising emanations. It is sometimes

used synonymously for the term "compromising emanations," (for example, TEMPEST Tests, TEMPEST, etc.).

**23.33.1. General Guidance.** Emission security must be considered in the early planning for facilities, operations, exercises, or activities involving the use of equipment or systems to process classified information. Every effort must be made to ensure all equipment used to process classified information is installed properly.

**23.33.2. Specific Guidance for Emission Security Planning:**

**23.33.2.1. Facility Security.** Each communications facility that processes classified information must be made to conform as closely as possible to the installation criteria. Temporary communications facilities established for short term operations, exercises, or contingencies must be given close TEMPEST attention. Additional information is provided in AFI 33-203, The Air Force TEMPEST Program.

**23.33.2.2. Telephones.** Telephones are particularly dangerous transmitters of compromising signals. Physical disconnect devices and an approved buzzer or ringer should be considered for each telephone to be used in an area where classified material is to be processed electrically as suggested in AFR 56-14.

**23.33.2.3. Fortuitous Conductors.** Unused metallic conductors existing in an area where classified information is electrically processed must be removed, bonded, and grounded.

***Section D--Command, Control, and Communications (C3) Protection***

**23.34. Purpose of C3 Protection Planning.** This section provides additional guidance for planning to protect C3 capabilities and preparing the C3 protection appendix required in operation plans. The Joint Strategic Capabilities Plan, Annex I, states that plans must specify actions to protect friendly C3 capabilities against efforts to exploit, disrupt, deceive, and destroy them. Plans must identify which C3 system elements are most vital, the degree of performance required, and the level of protection necessary to ensure mission accomplishment. This section provides planners with a planning methodology to use to determine C3 protection requirements. Planners should also refer to JOPES, Volumes I and II, and the reference list in paragraph 23.39. for further guidance. For the Air Force, C3 protection planning encompasses both command and control systems and support information systems.

**23.35. Mission of C3 Protection.** The mission of C3 protection is to deny, negate, or turn to friendly advantage any adversary efforts to destroy, disrupt, deceive, and deny information to U.S. and allied C3. This includes its supporting information and intelligence activities.

**23.36. Scope of C3 Protection.** Radioelectronic Combat (REC) is an established military doctrine that is aimed at systematically disrupting vital enemy electronic combat at critical times in a battle through the use of firepower, jamming, and deception. C3 protection is that division of C3 countermeasures (C3CM) comprising measures taken to maintain the effectiveness of friendly C3 despite both adversary and friendly counter-C3 actions.

23.36.1. C3 Protection pertains to those facilities, personnel, procedures, equipment, and information systems dedicated to supporting the command and control systems necessary for implementing a commander's decisions. This may apply to fixed, tactical, or airborne systems. Overlap in the combat disciplines of counter-C3, C3 protection, C3CM, disruption, deception, and their impact on each other during operations, highlight the requirement for extensive planning and coordination of these activities in day-to-day combat operations.

23.36.2. In addition, the effective application of measures for friendly C3 protection requires a coordinated plan of action. The plan must support accomplishing the overall objectives of the plan within the resource options of the operational commander. This is guidance for the planner and is not meant as a substitute for normal programming, funding, and validating actions which may be necessary to correct known deficiencies.

23.36.3. The most critical elements in effective C3 protection planning are staff organizing and planning skills. The appropriate mix of planners from operations (and its various subfunctions), intelligence, and C3 systems, with clearly defined authorities and responsibilities, greatly facilitates planning and executing of C3 protection. While counter-C3 and C3 protection are planned separately, it is essential they complement each other to minimize adverse impact of friendly counter-C3 actions on friendly C3.

**23.37. Planning Guidance.** This paragraph addresses key steps in the planning process for C3 protection. These steps are not all inclusive, but are a starting point for developing C3 protection plans. They describe how a vulnerability and criticality analysis is performed on organizational functions to determine resistance to degradation and ability to recover from degradation.

This analysis should not stop with the hardware, but should also cover the information the system contains, passes, or processes. This is a three-step process:

23.37.1. **Step I.** Organizational systems and functions must be identified and assigned priorities according to operational needs.

23.37.1.1. The relative importance of each functional area is determined by grouping all of these areas into general categories.

23.37.1.1.1. **Group I--Mission Critical.** The loss of these critical functions would cause immediate stoppage of direct mission support of wartime operations.

23.37.1.1.2. **Group II--Mission Essential.** The loss of these areas would reduce operation capability because of loss of equipment or parts. If not corrected, degradation eventually causes loss of mission capability.

23.37.1.1.3. **Group III--Mission Impaired.** The loss of these functions would not have an immediate effect on direct mission support of wartime operations.

23.37.1.1.4. **Group IV--Non-mission Essential.** The loss of these functions would have no effect on mission operations.

23.37.1.1.5. **Group V--Unassessable.** Effect on the mission cannot be judged and falls into other groups when additional information becomes available.

23.37.1.2. Items to be considered in this assessment under Step I may include:

23.37.1.2.1. Identification, friend, or foe (IFF) and selective identification feature (SIF) Systems.

23.37.1.2.2. Radars.

23.37.1.2.3. Navigational aids.

23.37.1.2.4. Long-haul communication transmission nodes (on and off base; governmentally or commercially owned).

23.37.1.2.5. Voice and message switching centers.

23.37.1.2.6. Headquarters and command post facilities.

23.37.1.2.7. Automated information systems facilities supporting surveillance, intelligence, and C3.

23.37.1.2.8. People.

23.37.1.2.9. Power supplies and sources of power, such as, backup generators and fuel for generators.

23.37.2. **Step II.** Having determined the priority of C3 assets, the next step is to assess their vulnerability to threats. This involves measuring the probability of threats occurring and judging existing levels of protection against the threats.

23.37.2.1. Probable hazards are categorized by threat. The basic threat to friendly C3 can be posed by enemy military power, sabotage, or terrorist attacks. The threat may be further broken down as:

23.37.2.1.1. Nuclear, chemical, biological, conventional weapons, and guided missiles, such as, anti-radiation missiles.

23.37.2.1.2. Active electronic warfare measures, such as, jamming, meaconing, intrusion, and dispensing chaff.

23.37.2.1.3. Passive electronic warfare operations (electronic support measures), such as, emitter-location systems and related electronic target-location and identification techniques.

23.37.2.1.4. Spoofing, electronic and physical cover, camouflage concealment, and deception techniques and operations.

23.37.2.1.5. The effects of electromagnetic pulse (EMP) on friendly C3 systems.

23.37.2.1.6. Terrorist attacks and sabotage activities designed to impede, destroy, or delay critical C3 systems.

23.37.2.2. The current protection level of C3 systems is then assessed. Some items to consider in this process are:

23.37.2.2.1. Emission control measures.

23.37.2.2.2. Deception (using decoy antennas, towers, or emitters).

23.37.2.2.3. Operations security.

23.37.2.2.4. Electronic security.

23.37.2.2.5. Communications security.

23.37.2.2.6. Security Police.

23.37.2.2.7. Local defense (host nation support).

23.37.2.2.8. Mobility and dispersal of key assets or equipment.

23.37.2.2.9. Site hardening through revetments or earth berming.

23.37.2.2.10. Concealment through camouflage or facility tone down.

23.37.2.2.11. Physical security for attended or unattended sites and accessibility to critical functions by potential agents, saboteurs, or terrorists.

23.37.2.2.12. The ability to notify off-base locations on the changing battlefield conditions.

23.37.3. **Step III.** After establishing priorities and assessing vulnerability, the final step is to identify countermeasures to reduce vulnerability and recovery time in the event of degradation. An obvious starting point is enforcing the measures listed in (2) above. Another approach is to reduce the critical nature of a priority operation, system, or function. An example of this approach is building redundancy into the operational system in order to reduce recovery time.

**23.38. Operational C3 Protection Planning.** The process described in paragraph 23.36. is actually a continuous cycle of identifying and correcting C3 system deficiencies through improved equipment, facilities, procedures, and training. This process involves all levels of command and relies on continuous active cooperation between planners and operators to ensure C3 systems needed in wartime are programmed, acquired, adequately supported, and effectively employed. Effective operational employment of C3 systems is the test of the quality of all previous planning and the degree of operator implementation of planning guidance at every location employing C3 systems. Detailed C3 protection considerations for C3 system operators are contained in this paragraph.

**23.38.1. C3 Protection Procedures Against Jamming.** Operators must:

23.38.1.1. Know and apply their equipment ECCM procedures.

23.38.1.2. Know and observe correct radio/telephone procedures and follow all COMSEC and OPSEC procedures to the letter. (Annex K, Appendix 1, and Annex L contain further guidance.)

23.38.1.3. Keep their equipment in proper working order, limit transmission power, and use directional antennas and types of antennas which restrict range to minimum needed.

**23.38.2. C3 Protection Procedures Against Deception:**

23.38.2.1. Enemy communications deception is the insertion of false plain-text or encrypted messages into the system.

23.38.2.2. Enemy imitative deception is most likely to be successful when operator training and net discipline are poor, the traffic is heavy, and reception is marginal.

23.38.2.3. Operator techniques to counter deception include using ECCM, authentication, and following other OPSEC and COMSEC procedures. Operators should also consider using deception against the enemy.

23.38.3. **C3 Protection Procedures Against Exploitation.** Operator techniques and procedures are generally the same as those for protecting against jamming and deception.

23.38.4. **C3 Protection Procedures Against Electromagnetic Pulse.** Measures to protect against EMP focus on heavy-duty grounding, installing bypass filters between antennas and components, and maintaining reserve equipment.

23.38.5. **C3 Protection Procedures Against Destruction.** These include both active and passive measures to protect both people and equipment from air or ground attack with conventional or NBC weapons. They include hardening and camouflaging facilities, posting armed sentries, and planning for relocation.

23.38.6. **Additional Procedures for Protecting Automated C3 Systems.** Since our forces rely heavily on automated C3 systems, it is important to keep them on line during operations. Not only must the equipment be protected, but the information it contains must be available for friendly use and denied to the enemy. This involves identifying the mission-essential software programs and taking steps to ensure that the data bases and programs needed for operations have redundant sources. Useful tools for planning and employing backups are interconnectivity and interoperability matrices to display alternative information paths. Planning should address priorities for information to the commander and deliberate degradation of lower priority systems as needed to preserve priority support.

**23.39. C3 Systems Planning Reference Documents:**

23.39.1. DoD Directive 4600.4, *Command, Control, Communications (C3) Countermeasures*.

23.39.2. DoD Directive 3223.3, *AF Sup 1, Air Force Electromagnetic Environmental Effects Program*.

23.39.3. DoD Directive 4650.1, *Management and Use of the Radio Frequency Spectrum*.

23.39.4. CJCSI 3220.01, *Electromagnetic Spectrum Use in Joint Military Operations*.

23.39.5. CJCSI 3221.01, *Near-Real-time Analysis of Electromagnetic Interference and Jamming of U.S. Space Systems*.

23.39.6. JCS MOP 116, *Military Deception*.

23.39.7. JCS MOP 185, *Command, Control, and Communications Countermeasures (C3CM)*.

23.39.8. Joint Pub 1-02, *DoD Dictionary of Military and Associated Terms*.

23.39.9. Joint Pub 3-54, *Joint Doctrine for Operations Security*.

23.39.10. AFM 1-9 *Doctrine for Electromagnetic Combat*.

23.39.11. AFI 10-403, *USAF Deployment Planning*.

23.39.12. AFI 10-409, *Mobility for Air Force Communication Command Forces*.

23.39.13. AFR 55-3, *Reporting Meaconing, Intrusion, Jamming and Interference of Electromagnetic Systems: Reports Control Symbol: JCS-1066 (MIN)*.

23.39.14. AFR 55-30, *Operations Security*.

23.39.15. AFI 10-704, *Military Deception Program*.

23.39.16. AFR 55-50, (C) *Command, Control, and Communications Countermeasures Policy (U)*.

23.39.17. TACP 55-19 *Joint Command, Control, and Communications Countermeasures (C3CM)*.



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## Chapter 24

### OPERATION SECURITY PLANNING

#### 24.1. General:

24.1.1. Operations Security (OPSEC) is a systematic process encompassing all phases of operations, from planning through execution. It applies to any plan, operation, program, activity, or project. The process is continuous and takes into consideration the changing nature of all threats, friendly vulnerabilities, and the phasing of the operation or activity.

24.1.2. OPSEC's unique contribution to mission effectiveness stems from its systematic and comprehensive analyses designed to identify observable friendly actions that could betray intentions or capabilities. To maximize benefits, the OPSEC process must be fully integrated into all planning efforts in all functional areas.

24.1.3. The actions required to plan and execute a specific activity often provide unique observable signatures. To reduce these signatures, OPSEC planning must begin simultaneously with, and be integrated into planning for the operation or activity. Initial OPSEC planning objectives are to identify critical information, anticipate OPSEC indicators and their vulnerabilities to adversary exploitation, and determine OPSEC measures to be taken prior to the start of the operation or activity. After an operation or activity is under way, OPSEC analysis and planning are equally important in detecting additional vulnerabilities as they arise and for implementing responsive OPSEC measures in a timely manner.

**24.2. Sequence of the OPSEC Process.** Below are steps for effective OPSEC planning. Although the sequence is generally as presented, most situations dictate dynamic interaction among all the steps.

24.2.1. Determine critical information.

24.2.2. Identify indicators of friendly actions, capabilities, limitations and intentions.

24.2.3. Determine OPSEC vulnerabilities.

24.2.4. Devise OPSEC measures.

24.2.5. Brief participants.

24.2.6. Execute OPSEC measures and monitor the situation.

**24.3. Determine Critical Information.** Fundamental to OPSEC planning is determining critical information whose protection will enhance military effectiveness. The initial planning guidance should identify such information.

24.3.1. The OPSEC process is a command responsibility. Commanders responsible for primary mission success must ensure the process is initiated and integrated throughout each function conducting or supporting the operation. Commanders initiate the OPSEC process at the conceptual phase of the planning process by identifying general, key items of information about friendly intentions, capabilities and limitations that should be kept from enemy decision makers. Knowledge of this critical information or data by the adversary could adversely effect the success of the operation or activity.

24.3.2. Critical information is further refined by examining the body of knowledge probably known to adversaries about the competitive situation and US intentions and goals. The OPSEC planner must estimate what further information the enemy would need to effectively counteract or undermine friendly objectives. It is crucial that such estimates be based on the perspectives of adversary leaders or their supporting planners.

24.3.3. Additional critical information may be identify during the operation. Critical information should always be reevaluated, revalidated and adjusted as necessary in the light of analysis performed during subsequent parts of the OPSEC planning process.

#### **24.4. Identify Indicators of Friendly Actions, Capabilities, Limitations and Intentions:**

##### **24.4.1. Essential Elements of Friendly Information (EEFI):**

24.4.1.1. OPSEC planning guidance should indicate broad EEFI for adversary planners and decision makers, and critical information that answers EEFI. Various functional planners will identify and include more specific EEFI, and address critical information in their sections of plans. These more specific EEFI will be used to identify indicators, e.g.:

24.4.1.1.1. **Force.** Are there signs of special weapons or ground support equipment that might suggest that new or additional aircraft are being positioned for operations? What type of aircraft?

24.4.1.1.2. **Target.** Have there been references to unusual mapping and charting requirements? Have there been unusual reconnaissance activities focused toward a given area?

24.4.1.1.3. **Target and Time.** Have there been any unusual flight advisories, or notices to airmen, and/or mariners?

24.4.1.2. To provide a more thorough and comprehensive analysis, EEFI are stated as questions. Answers to specific EEFI questions often stimulate additional EEFI questions. In fact, the answer to an EEFI question could prove to be a critical piece of information that previously was not readily apparent.

24.4.1.3. To develop EEFI, the OPSEC planner should consult closely with all staff elements. Especially important are consultations with the operations planners developing the overall concept of operations as well as consultation with those planners responsible for supply, transportation, and C<sup>3</sup> arrangements in support of the operational concept. Logistics and C<sup>3</sup> arrangements are key areas foreign intelligence organizations seek to exploit because of the abundant indicators associated to those activities.

24.4.2. **Detectable Activities.** This section of the plan should include detectable activities or indicators that aid an adversary's intelligence organizations to answer EEFI. An indicator's various characteristics should be viewed not only for their individual utility to an adversary but also for their usefulness when combined with other indicators. Planners should be aware of the various types of indicators and list those that are applicable to the activities being planned.

24.4.2.1. **Signature.** A signature is a characteristic of an indicator that makes it identifiable or causes it to stand out. Key signature properties are uniqueness and stability. Uncommon or unique features reduce the ambiguity of an indicator and minimize the number of other indicators that must be observed to confirm its significance. An indicator's signature stability, implying constant or stereotyped behavior, can allow an adversary to predict intentions. Varying the pattern of behavior decreases the signature's stability and thus increases the ambiguity of the adversary's observations. Procedural features are an important part of any indicator signature and may provide the greatest value to an adversary. They

identify how, when, and where the indicator occurs and what part it plays in the overall scheme of operations and activities.

24.4.2.2. **Associations.** Associations are the true keys to adversary interpretation. Information is continually compared with what has been accumulated in the past in an effort to identify possible relationships. For example, a distinctive piece of ground-support equipment known to be used for servicing strategic bombers might be observed at a tactical fighter base leading the intelligence analyst to conclude that a strategic bomber presence is or will be established there. He then will look for other indicators and attempt to form other associations to verify earlier conclusions and determine more precisely the nature of the apparent bomber presence at a normally all-fighter base. Another key association deals with continuity of actions, objects, or other indicators that may register as patterns to the observer or analyst. Such continuity may not be the result of planned procedures but may result instead from repetitive practices or sequencing to accomplish a goal. If, for example, intensive generation of aircraft sorties is always preceded by a maintenance stand down to increase aircraft readiness, detecting and observing the stand down may allow the adversary analyst to predict the subsequent launch activity. Moreover, based on past patterns of the length of such stand downs, the analyst may even be able to judge the scope of the sortie generation. Also, administrative organizations may be arranged symmetrically; thus, when some components are detected, others that are not readily apparent can be assumed to exist. Thus, in some situations, a pattern taken as a whole can be treated as a single indicator, simplifying intelligence analysis.

24.4.2.3. **Profiles.** In addition to summarizing the meaning of individual indicators and patterns, a profile normally implies that there are other indicators that cannot be observed or detected. Each functional activity has a profile made up of more-or-less unique indicators, patterns, and associations. The profile of an aircraft deployment, for example, may be unique to the aircraft type (strategic bomber) or mission (equipped with cruise missiles or gravity bombs—either nuclear or nonnuclear). This profile, in turn, has several sub-profiles for the functional activities needed to deploy the particular mission aircraft (i.e., fuels, avionics, munitions, communications, air traffic control, supply, transportation, and personnel). If a functional profile does not deviate greatly from one operation to the next, it contributes little to interpretation and understanding by the observer or the analyst. If the functional profile is unique, however, it may contain the key or only indicator needed to determine what operation is occurring, thus minimizing the need to look harder for additional clues. Such unique profiles cut the time needed to make

accurate situation estimates. As a result, they are primary tools of warning because they provide a background for contrast.

**24.4.2.4. Contrasts.** Contrasts are the most reliable means of detection because they depend on changes in established profiles. They also are simpler to use because they need only to be recognized, not understood.

**24.4.2.5. Exposure.** Duration, repetition, and timing of an indicator's exposure can affect its relative importance and meaning. Limiting the duration and repetition of exposure reduces the amount of detail that can be observed and the associations that can be formed. An indicator (object or action) that appears over a long period of time will be assimilated into an overall profile and assigned a meaning. An indicator that appears for a short time and does not appear again may, if it has a high interest value, persist in the adversary intelligence data base. Or, if there is little or no interest, the indicator may fade into the background of insignificant anomalies. An indicator that appears repeatedly will be studied carefully as a contrast to normal profiles. Because of a short exposure time, the observer or analyst may not detect key characteristics of the indicator the first time it is seen. But, he can formulate questions and focus collection assets to provide answers if the indicator is observed again. Repetition of the indicator in relationship to an operation, activity, or exercise will add it to the profile even if the purpose of the indicator is not understood by the adversary. Indicators limited to a single isolated exposure are difficult to detect and evaluate.

**24.5. OPSEC Vulnerabilities.** OPSEC vulnerabilities exist when several factors coincide. The first of these factors is the existence of indicators accessible to the adversary's intelligence collection systems. Next, the adversary must be able to process, evaluate, and accurately interpret the collected information. Finally, he must react to his interpretations in sufficient time and manner to degrade friendly effectiveness. This degradation can be near-term if there are numerous observable activities providing indicators such as those associated with planning and executing friendly contingency operations. Or, the adverse effect on friendly effectiveness can be more incremental if indicators are less abundant but, nonetheless, contribute to an adversary's data base that ultimately will enable such degradation. The key to determining OPSEC vulnerabilities is an understanding of the hostile intelligence threat--what does the adversary know already and what is his ability to fill his information gaps?

**24.5.1. Intelligence Threat.** The OPSEC concept aims at neutralizing or manipulating, when it is to US advantage, the worldwide, multidisciplined hostile

intelligence system (HOIS) threat to all US military operations and activities. An intelligence system is one that manages the gathering and evaluation of data for the purpose of preparing estimates as a basis for taking action. The term is not limited to formal intelligence organizations or services but can include any system, in all its parts, that accomplishes such tasks in support of a broader mission or objective. Detailed information about specific HOIS capabilities is available from counterintelligence and intelligence organizations and should be used when conducting OPSEC planning.

**24.5.2. OPSEC Vulnerability Risk Assessment.** The operational commander or person responsible for the success or failure of the overall activity must assess possible adversary exploitation of the vulnerabilities relating to the effectiveness of the operation or activity. Only the commander can decide to implement protective measures, with the likely hindrances to operational, logistic, or procedural efficiency. However, if the commander chooses not to implement protective measures for a known vulnerability, he also must accept the risks to the operation's potential effectiveness. If the adversary has deduced the objective area and time of an air strike, how will it affect friendly loss rates? Would perishable targets remain in the objective area? A weapon system is of little value if it can be countered technically or through modified tactics. In assessing OPSEC vulnerability risks, putting excessive weight on efficiency or absolute resource costs, particularly in peacetime, should be avoided. OPSEC costs must be weighed on a relative scale against intended mission effectiveness.

**24.5.3. Need for OPSEC Measures.** EEFI answers that probably would result in harmful adversary actions form the basis for classification guidance. It is necessary to assess whether traditional security measures (personnel, physical, cryptographic, special access, document, automated data processing) can sufficiently preserve essential secrecy of the answers to these EEFI questions. If not, OPSEC measures must be planned and implemented.

**24.6. OPSEC Measures.** OPSEC measures result from the evaluation of how to execute activities to best meet the required essential secrecy conditions. After necessary actions that can be exploited by foreign intelligence systems have been identified, various protective measures for such observables must be evaluated. The most desirable OPSEC measure is one that combines the highest possible protection with minimum impact on operational effectiveness.

**24.6.1.** OPSEC measures are divided into three categories: action control, countermeasures, and counter-

analysis. The development of OPSEC measures involves an iterative process of planning and analysis.

24.6.2. Alternative sets of OPSEC measures will present varied costs and advantages, with varied and concomitant risks to operational effectiveness in accomplishing tasks. The commander or other decision maker responsible for the mission or task selects the OPSEC measures (including a no-measures alternative) and resources to be used.

**24.7. Briefings.** OPSEC measures should be executed as command-directed measures and as individual actions. Effectiveness requires that OPSEC briefings be provided to planners, participants, and those supporting operations, exercises, and other activities. Briefings should be tailored to the responsibilities of the group addressed, stressing the possible adverse results of failure to adequately plan for and implement OPSEC or using problems encountered during past operations as examples of where effective use of OPSEC measures would have contributed to a more successful operations. Briefings are given by OPSEC officers and other cognizant planners, managers, and security and support personnel.

**24.8. Monitoring.** OPSEC measures will be executed when directed by the commander or as stipulated in plans and OPSEC annexes. During execution, OPSEC planners must monitor the situation to ensure that taskings are being accomplished and to evaluate the effectiveness of

OPSEC measures. The sooner monitoring starts, the easier it is to keep track of material obtainable by foreign nations. Monitoring tasks include intelligence and counterintelligence collection, examination of public media, signals security (SIGSEC) assessment (including COMSEC and electronic security monitoring), and reporting OPSEC measures implemented. Monitoring can also be accomplished by other staff officers, friendly intelligence collectors, counterintelligence, OPSEC survey teams, or commanders' visits. Development of a centralized monitoring effort will make optimum use of all possible feedback sources. Monitoring enables OPSEC officers to:

24.8.1. Evaluate in a timely manner the effectiveness of the OPSEC measures being used.

24.8.2. Reinforce emphasis as needed.

24.8.3. Recommend adjustments to improve the effectiveness of the existing OPSEC measures.

24.8.4. Recommend new OPSEC measures if significant new weaknesses are noted as the operation proceeds to completion.

**24.9. OPSEC Annex.** Annex L documents the OPSEC program supporting the OPLAN (see Attachment 2, figures A2.122. through A2.125.).

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## Chapter 25

### MAPPING, CHARTING, AND GEODESY

**25.1. Introduction.** Mapping, Charting, and Geodesy (MC&G) is a function of intelligence within the Air Force structure. The Joint Operation Planning and Execution System (JOPES) directs that MC&G guidance be outlined in Annex M to supported command operations plans. Prescribing MC&G guidance in an annex separate from intelligence emphasizes the importance of MC&G planning to the operational mission. Adherence to the prescribed format promotes comprehensive planning and helps to ensure the most accurate and current MC&G products and services are available to support the mission.

#### 25.2. General Information:

25.2.1. The Defense Mapping Agency (DMA) is the principal provider of MC&G products and services to the military departments, unified and specified commands, and other DoD components.

25.2.2. The Assistant Chief of Staff, Intelligence (ACS/I) is the HQ USAF focal point for MC&G matters and is charged with resolving MC&G issues. The 497 Intelligence Group MC&G Division (497 IG/INTB) is the ACS/I designated representative for MC&G programs, policy development and guidance as it applies to planning, training, equipping and inspecting of Air Force forces. The 497 IG/INTB develops MC&G policy that is approved and promulgated by the ACS/I. In addition, 497 IG/INTB consolidates, validates, submits and defends Air Force requirements for MC&G products; monitors exploitation of MC&G products and services; identifies items of interest for inspection purposes; provides technical MC&G support to the Air Staff and the commands; and serves as the primary Air Force office for historical MC&G records. They also assist develop, coordinate, and evaluate MC&G products and technology to support advanced weapons systems and

future MC&G needs. In this capacity, 497 IG/INTB is the Air Force point of contact with DMA and also serves as OPR for the MC&G Air Force Instruction (AFI 14-205, Requirements for Cartographic/Geodetic Products and Services). AFI 14-205 gives the procedure for ordering, stocking, and identifying requirements for standard maps, charts, digital cartographic data, air target materials, point positioning data bases, geodetic surveys, commercial multispectral imagery, and related products and services.

### **25.3. MC&G Requirements Planning:**

25.3.1. DMA provides all standard MC&G products and services used by the Air Force. In contingency situations, DMA can also provide nonstandard, substitute MC&G products to support taskings in areas where standard products are not available. Substitute products, however, are normally less adequate than standard products in fulfilling operational requirements. Because of the long lead times needed to develop and/or produce new, standard MC&G products, every effort must be made to identify requirements as early as possible in the operational planning cycle.

25.3.2. Annex M is the medium through which operational MC&G product service requirements are identified. It is also the means by which command relationships, MC&G product transportation requirements, closure times, and special support needs

are identified. Sample formats and guidance for preparing the Annex M is provided in Attachment 2, figures A2.126. through A2.128. Additional administrative instructions are provided in Chapter 8.

25.3.3. Air Force competes with the unified and specified commands and the other services for DMA resources. A properly prepared Annex M accurately describes operational MC&G product and service requirements to DMA production planners. By describing specific mission tasks for which MC&G support is required (i.e., developing radar fix points and offset aim points, planning cruise missile mission and precise weapons deliveries), the Annex M provides DMA with information needed to derive technical solutions to difficult production problems.

25.3.4. In accordance with AFPD 96-3, all Air Force organizations which use, formulate, validate, or submit requirements for MC&G products must identify a point of contact for MC&G matters. Organizations include Air Force components of unified commands, Air Force major commands, direct reporting units, field operating agencies, the US Air Force Reserve, and Air National Guard. These points of contact and any planners involved in Annex M development should contact AFISA/INTB, Bolling AFB, DC 20332-5000 with questions or requests for technical assistance.

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## **Chapter 26**

### **SAFETY PLANNING**

**26.1. Safety in Contingency Operations.** Safety planning and risk management can prevent the accidental destruction or loss of aerospace forces used to carry out an assigned mission. The safety planner must recognize necessary planning variations in wartime, be fully aware of the commander's analysis of the mission, and make safety plans that promote mission objectives.

26.1.1. Time, location, facilities, equipment, and mission urgency can make it necessary to accept certain hazards and risks to achieve the necessary objectives.

26.1.1.1. All safety standards and programs should be considered during mission planning. Certain missions may, however, require acceptance of unpreventable hazards to reach primary mission objectives.

26.1.1.2. The acceptance of hazards or risks under certain conditions does not mean they should be allowed to become operational norms. When full safety compliance cannot be maintained, every available and

practical measure must be applied to reduce or control the hazard.

26.1.2. When the need for noncompliance no longer exists, standard safety procedures must be reinstituted. An immediate safety study may then be made to set up procedures to use in similar situations in the future. When risks or hazards are accepted, all personnel involved in the operation should be completely informed of what these conditions are, why they exist, what adverse effects they may create, and how to best cope with them.

**26.2. The Purpose and Scope of Safety Planning.** This chapter discusses safety planning as a part of the wartime planning process. It may be used for some HQ USAF planning functions, but it applies chiefly to MAJCOM plans and subordinate unit support plans. Unified command safety planning requires special attention to command and control, coordination, and responsibility.

**26.3. Planning Considerations for Safety Planners:**

26.3.1. Wartime safety planning must cover all safety disciplines (e.g., flight, ground, and weapons). Planners must avoid over-emphasizing one safety area to the exclusion of others.

26.3.2. The safety planner must be familiar with other functional area plans and coordinate with OPRs in these areas. These would include operations, maintenance, civil engineering, communication-electronics, and logistics.

26.3.3. At various levels, details differ in safety plans, and in supported or supporting plans. A supported MAJCOM plan may assign responsibilities for overall safety tasks to subordinate units and identify safety responsibilities that are peculiar to the specific plan objectives. Intermediate level and unit supporting plans may further define responsibilities and general tasks, and identify specific accident prevention actions required to carry out the unit's planned mission safely.

26.3.4. Exercises and evaluations which permit examination of plan effectiveness, either in whole or in part, should be used as a guide for further safety planning.

**26.4. Planning Checklists.** The safety planning checklist shown in Attachment 5, provides general guidance for safety planners. Air Force units use safety checklists which are specific and detailed for each functional area. Detailed checklists should be used in safety planning to ensure complete planning and preventive action.

**26.5. Safety Reporting.** Mishap and hazard reporting is well defined by specific instructions. However, in a wartime situation, a plan may require deviations from normal command and control channels. Consequently, the Safety Annex must provide guidance for safety reporting, assign mishap prevention responsibilities, and specify the chain of command.

**26.6. Hazardous Cargo.** The movement of explosive cargo requires that planners recognize the capability and limitations of individual bases.

26.6.1. Detailed information on base capabilities is listed in the Flight Information Publication (FLIP) en route supplements.

26.6.2. With adequate justification, a waiver can be granted to permit a base to temporarily exceed its approved explosives limits or number of parking aprons for hazardous cargo.

26.6.3. AFR 55-14 contains the requirements for hazardous cargo notifications. They cannot be waived for security or any other reason.

**26.7. Explosive Safety Standards:**

26.7.1. Munitions storage facilities, explosives operations facilities, transportation routes, and explosives-loaded aircraft parking should be sited in accordance with AFMAN 91-201 separation requirements. These quantity-distance (Q-D) requirements are particularly important in a combat environment as they are essential to the preservation of mission capability. Compliance with Q-D separation requirements minimizes the damage an airbase sustains from hostile attacks on its munitions storage facilities, explosives operations facilities, and/or explosives loaded aircraft. Q-D separation provides the same benefit in the event of an explosives mishap.

26.7.2. In some cases, available real estate may not permit compliance with AFM 91-201 Q-D separation requirements. However, units should strive to come as close to compliance as circumstances will allow. Waivers must be forwarded in accordance with AFM 91-201, chapter 7 for those violations which can not be corrected within 30 days.

**26.8. Preparing the Safety Annex.** Attachment 2, figure A2.168, provides the format and guidance for content for Annex V, Safety, to a major component command OPLAN. The major paragraphs must be used as a minimum. Other paragraphs or appendices may be added if needed. Chapter 8 provides additional administrative guidance. As the commander's safety advisor, the safety planner must plan action to achieve the commander's objectives. The safety planner's knowledge and ingenuity are required to carry out the mission with the least possible accidental loss of resources.

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Chapter 27

## MEDICAL PLANNING

*Section A--General Information and the Medical Appendix for Operational Planning*

**27.1. Medical Planning Function.** Medical planning is essential to support war and contingency operations. Therefore, medical readiness planners at every level must play an active role in accomplishing their functional responsibilities in operation planning. This is required to ensure that the planning process adequately defines total wartime requirements and that resources are available to meet those requirements. This chapter outlines policies for the medical service functional planning, and establishes the Medical Planning Annex format. The format for a theater's OPLAN is dictated by JCS Pub 5-03.2, JOPES Volume II, Planning and Execution Formats and Guidance.

**27.2. Medical Service Mission.** The Air Force Medical Service mission is to ensure maximum wartime readiness by developing and operating a comprehensive community-based health care system that maintains the health and morale of Air Force members by providing or arranging timely and quality medical service for all active duty members, their families and other beneficiaries. During contingencies, this health care system must rapidly expand, mobilize, and deploy to provide medical support for Air Force operations worldwide.

**27.3. Air Force Medical Service Objectives.** The supporting objectives of the Air Force Medical Service are to provide:

27.3.1. Medical services capable of rapid transition and expansion to full-scale mobilization and to be ready to cope with any medical contingency.

27.3.2. Training for Medical Service personnel through a peacetime delivery system to support contingency plans.

27.3.3. An adequate rotation base to facilitate the management of medical personnel transfers and training functions inherent in providing global medical support for military forces.

27.3.4. Adequately supplied, equipped, staffed, and trained contingency medical units capable of rapidly deploying to support and sustain the total Air Force combat force mission.

**27.4. Concept of Operations.** The four echelon (4E) system of combat casualty care is the mechanism employed within operational theaters to systematically manage combat casualties. Echelons in this system are defined by the highest level of care they provide rather than by the size or structure of the facility. They are capable of all levels of care up to and including their designated echelon of care.

27.4.1. First echelon (1E) care is provided at or near the site of injury. It is referred to as Self-Aid and Buddy Care because care is limited to first aid measures provided by the wounded victim or his or her buddy. Patients may be transported from the site of injury directly to the second echelon (2E) facility or to centralized collection points.

27.4.2. The 2E is the first level at which professional treatment is provided by trained medical/dental personnel. If required, the Casualty Collection Point (CCP) is the beginning of the 2E. The objective of this level of care (echelon) is to return to duty the maximum number of casualties possible in order to sustain sortie generation and prepare for transport to third/fourth echelon those casualties that cannot be returned to duty. The medical care unit providing 2E care may be located on-base, off-base, or a combination of on-base/off-base depending on the theater. Assemblages or medical treatment facilities (MTF) performing 2E care may be sited off-base when in "high threat areas" or contamination occurs on-base; and in most cases, the on-base facility is neither chemically or conventionally protected.

27.4.2.1. The "core" medical element for each supported aviation (3XXXX-Series) and Headquarters (9XXXX-Series) Unit Type Codes (UTC) deployment will include the embedded medical personnel assigned to each medical squadron medical element (SME) and an air transportable clinic (ATC) equipment package (UTC FFLGE). The SME provides patient care for aircrews although other personnel located on or near the flight line may be treated in order to expedite returns-to-duty. The SME will respond to inflight and flight line emergencies. The associated medical supplies and equipment to support the deploying squadron is contained in the ATC. As rule of thumb, an ATC will deploy with each flying squadron. (N/A for the ANG) In those situations where multiple flying squadrons are

deploying to the same destination, the deployment of an ATC with each subsequent squadron will be dependent on the size of the squadrons to be supported, the location, and the accessibility to additional medical resources. Additional medical resources will be available to provide augmentation at both aviation and non-aviation destinations. These resources will remain available to augment or round-out this initial "core" medical capability at each destination, as required, and to account for destination-unique requirements which are separate from the Core UTC package planning.

27.4.2.2. With respect to additional 2E medical resources, USAFE, PACAF, and CENTAF will utilize Air Transportable Hospitals (ATH), and Hospital Surgical Expansion Packages (HSEP) to provide this support. USAFE and PACAF will also utilize existing in-place MTFs using organic supply and equipment resources. Additionally, USAFE will utilize 2E medical treatment unit assemblages.

27.4.3. The third echelon (3E) is the first level of care staffed and equipped to provide surgical care, inpatient medical care, and hospitalization. An ATH can be considered a 2E/3E facility because of its limited surgical capability. Normally, depending upon the theater, these facilities may be located on- or off-base in the combat or communications zone which is considered to have a "low threat" of attack from conventional and chemical weapons. The size of the facility is theater specific. The assemblages that support this level of care may vary from pre-positioned contingency hospitals, existing in-place MTFs in an expanded mode, or an ATH structured in a 50-bed configuration. As mentioned above, HSEPs may also be used in conjunction with an ATH or an existing facility. (In some cases, 2E and 3E may be collocated; in other cases 3E is a unique facility.)

27.4.4. Fourth echelon (4E) care is provided at hospitals located within the communications zone and close to strategic airfields for aeromedical evacuation. A broad range of surgical and medical care is provided. Definitive, comprehensive medical and dental care is provided in 4E hospitals. The 4E level of care differs from 3E in the number of surgical sub-specialties available and the longer time it can hold inpatients before returning them to duty or evacuating them. The size of the facility is site-specific. The assemblages that support this level of care will be primarily pre-positioned contingency hospitals.

27.4.5. Beyond the 4E level of care, further medical care is found in the network of CONUS based military medical facilities, and medical facilities of the Department of the Veteran Affairs system and the

National Disaster Medical System (sometimes referred to as the fifth echelon (5E)).

27.4.6. Mission requirements characteristic of special operations forces (SOF) require a modification of conventional medical systems and established methods of providing medical support. SOF medical personnel must be prepared to operate for extended periods in immature or undeveloped theaters in areas of significantly higher medical threats. As a general rule, SOF medical planners must attempt to provide all levels of health service support required to meet the mission, without the benefit of established theater medical systems and the traditional four echelons of care. Although not embedded in aviation UTCs, Air Force special operations forces medical elements and special tactics pararescue personnel comprise the "core" medical element for special operations units. These elements will utilize SOF Medical Elements (SOFME) and SOF Air Transportable Treatment Units (SOFATME) to meet SOF mission support requirements. Special operations medical planners must work closely and in conjunction with both the supported unified command surgeon and theater air component surgeon planning staffs to insure medical support for SOF is adequate and consistent with the theater casualty treatment systems.

**27.5. USAF WMP, Volume 1 (WMP-1), Annex F, Medical Service.** The Medical Service Annex to the WMP-1 provides functional guidance to aid Air Force medical readiness planners in developing war and contingency plans. Although the WMP-1 cannot account for all of the exigencies of actual situation planning, it provides the basic guidelines, references, and consideration needed to develop Air Force plans and to conduct operations during war and contingencies.

**27.6. USAF WMP, Volume 3 (WMP-3), Part II, Support Forces.** The WMP-3 is the starting point for USAF deliberate war planning. It represents a shopping list of available UTCs apportioned to each appropriate theater. These available assets are listed by UTC, providing MAJCOM, availability date, and quantities apportioned. HQ USAF/SGHR advises the component Air Force medical readiness planners, via the WMP-3, Part II, of the resources available to support their requirements. The resources in OPLANs should not exceed the number of UTCs made available by the supporting commands. However, requirements exceeding the WMP-3, Part II force availability, should be identified in the OPLAN shortfall addendum. If a CINC's eventual requirements are less than the support apportionment, the remaining assets will be equitably distributed to meet the requirements of the other CINCs. The process for apportioning medical resources to wartime assignments is systematic and is based upon



priorities stated in the JSCP and particular theater mission requirements. Additional guidance may be found in Annex F to the WMP-1. The WMP-3 is a planning document and not a programming one. However, this data must include programmed forces as of the end of the OPLAN effective period. MAJCOM medical readiness planners are required to update this listing of its support forces for inclusion in the WMP-3 as required by the JSCP. It is the responsibility of each command medical readiness planner to assure that UTCs and quantities identified in the WMP-3, Part II, reflect current or programmed forces as of the end of the effective period of the OPLAN.

**27.7. TPFDD Development.** The unified command surgeon is the OPR for oversight, review, coordination, and administration of all aspects of medical planning and associated data. To this end, the unified command surgeon provides a Letter of Instruction (LOI) to the theater components that outlines definitive guidance for medical TPFDD development. During the TPFDD development process theater medical planners must document total medical requirements (force and nonunit) to support the theater concept of operations and projected medical workload. The TPFDD must in the final analysis be capabilities-based, but those requirements that are shortfalled during the sourcing process will still reflect a desired EAD, LAD, RDD, and, for force records, the CRD.

27.7.1. Medical support cannot be planned in isolation, but must be fully consistent and coordinated with the overall OPLAN concept of operations. Coordination with the other theater components' command surgeons and supporting commands on the tasking and placement of WMP-3 resources or on any related issue is not only endorsed, but solicited. The objective is to eliminate problems at the earliest stage of the deliberate planning process as possible--a TPFDD sourcing conference is not the place to begin discussions. Preplanning TPFDD conferences are not normally required; however, if a theater air component medical planner deems it necessary, approval must be obtained through HQ USAF/SGHR.

27.7.2. The TPFDD will include at least the following medical resources:

27.7.2.1. Force Records.

27.7.2.1.1. In-place and on-call units.

27.7.2.1.2. Units provided through host nation support.

27.7.2.1.3. WMP-3, Part II apportioned forces.

27.7.2.1.4. Shortfall requirements.

27.7.2.2. Nonunit-Related Records.

27.7.2.2.1. Class 8A and 8B.

27.7.2.2.2. Replacements/fillers.

27.7.2.2.3. Returning (to the theater) Aeromedical Evacuation medical crews and associated contingency kits.

27.7.2.2.4. Retrograde personnel (aeromedical evacuees to include NEO aeromedical evacuees).

27.7.3. During the sourcing process, the CINC's initially-assigned RDD may require modification/extension because the providing organizations cannot establish realistic ALDs/RLDs or sufficient airlift may not be available. Therefore, to prevent loss of visibility of the theater's true requirements for resource arrival, use the CRD.

27.7.4. To the extent possible, the medical portion of the TPFDD will be built using standard UTCs, e.g., those with movement data in the TUCHA file, rather than nonstandard (FFZ99) units that require movement data and specific AFSC or logistic detail, which must be entered manually.

27.7.5. All theater fixed MTFs to include pre-positioned medical assemblages, will be included in the TPFDD and coded "in-place".

27.7.6. The number of medical units and their time-phasing (to include assignment of the RDD/CRD) should be based on anticipated peak component command time-phased workload requirements.

27.7.7. Medical units designated to support specific combat units will be assigned EADs and LADs that coincide with those of the combat force. In addition, EAD-LAD windows will comply with USTRANSCOM/CINC strategic mobility guidance.

**27.8. Force Requirements and Tasking.** Because of the impact that the deliberate planning process has on personnel, training, logistics, transportation, and military construction, requirements must be accurately identified for planned operations. A primary Air Force responsibility is ensuring that adequate support is available for the combat forces and that the applicable theaters' OPLANs are indicative of the maximum demand for support requirements necessary to satisfy wartime commitments. Theater medical planners must be familiar with the operation of the Medical Planning

Module (MPM) and fully knowledgeable of the medical resources available and of any limitations or restrictions on their employment. Theater medical planners must also start their work early in the plans development process. Although the medical support portion of the TPFDD cannot be finalized until the overall force list is relatively stable, an initial gross estimate of medical workload/requirements should be developed using the aggregate force apportionment contained in the JSCP. Planners must first consider in-theater and host nation resources to minimize transportation requirements and provide for theater expertise. When those resources are exhausted, augmentation requirements must be identified according to the guidance above and additional procedures in Chapter 4 concerning TPFDD development. The magnitude of augmentation shall be consistent with theater OPLANs. Priority is given to the theaters of operation as CONUS has a greater resource base for follow-on patient care once the PIM is mobilized, but there are certain CONUS wartime medical missions that will dictate priority manpower augmentation before satisfying deployment needs. These missions are discussed and illustrated in Annex F to the WMP-1. Instructions on identifying and tasking force requirements (including execution planning) is discussed in detail in Chapters 2, 4, and 5.

**27.8.1. Medical Planning Module (MPM).** Air Force medical planners will use the MPM to calculate and forecast wartime theater bed requirements in gross terms at the 3E and 4E level of care, and Class 8B blood product and aeromedical evacuee requirements. Requirements for other medical support assets, (i.e., second echelon units, aeromedical evacuation assets, preventive medicine, medical logistics, etc.) will be determined based upon Service medical support policy and guidance. For example, second echelon medical requirements will be determined by the theater medical planner outside of the MPM using such variables as the projected population-at-risk.

27.8.1.1. The MPM is a menu-driven subsystem of JOPES. The MPM is intended to provide a consistent means of predicting and evaluating medical requirements in support of OPLAN development. It is designed to be compatible with the organization and unit structure of each of the Services and to recognize the unique requirements of each of Services, such as at the 2E level of care.

27.8.1.2. The MPM assists the theater medical planner in quantifying the impact of a proposed operation plan on the medical system through the automated interface of an OPLAN-dependent TPFDD file, the JOPES Medical Data Base, and a Medical Working File (MWF) containing OPLAN-dependent planning factors provided

by the medical planner. The primary output of the MPM is a series of printed reports that portray patient flow and ancillary medical care requirements.

27.8.1.2.1. Combat intensity rates (1 through 5) and their corresponding definitions are contained in the JOPES III MPM Users Manual. All intensity rates included in the MPM MWF will be assigned by the component commands' force/operational planners based upon the CINC's approved concept of operations.

27.8.1.2.1.1. The CINC's operational/force planners will review and approve all intensity rates before MWFs are finalized. **NOTE:** Only those WIA admission rates "hard-wired" in the MPM will be used to determine OPLAN medical requirements unless specific approval to the contrary is obtained from the CINC.

27.8.1.2.1.2. The CINC and his component operational/force planners are responsible for assigning combat intensity rates. However, assignment of heavy and intense combat intensity rates (4 or 5) should be given serious consideration before being applied simultaneously to an entire theater population-at-risk. If CINC planners feel assignment of an intensity rate of 4 or 5 is appropriate in light of the anticipated concept of operations, application is discouraged for periods longer than 3-5 days to reflect short pulses of wide-spread conflict.

27.8.1.2.1.3. Use of combat intensity offsets for support forces can be considered for planning.

27.8.1.2.2. Disease and non-battle injury (DNBI) admission rates should be the same as those contained in Annex F to the WMP-1. If, in the opinion of the theater component command surgeon the Service-provided admission rates are inappropriate vis-à-vis the concept of operations or unique environmental considerations, more realistic rates should be included in the MWF; however, the Service surgeon general's planning staff should first be consulted to determine if more up-to-date empirically-based data are available.

27.8.1.2.3. OPZone/Population-at-risk (PAR) Definition. Methods for defining OPZones and stratifying the PAR (combat vs. support) are the responsibility of the CINC and his/her component commanders; however, to the extent practical, OPZones should be designated by geographical location (GEOLOC) and PAR stratification should be accomplished by unit line number (ULN).

27.8.1.2.4. Percent Losses Not Replaced. The time-phased percentage will be provided to the component command by the respective theater air component personnel planners.

27.8.1.2.5. Percent of Evacuees Skipped Directly from OPZone 1 to OPZone 3. Any percentage other than 0 percent will not be used unless the theater concept of operations makes it feasible.

27.8.1.2.6. Supportable Theater Evacuation Policy:

27.8.1.2.6.1. Each CINC will determine the evacuation policy for both OPZone 1 and OPZone 2 that can be supported with available hospital units. The supportable policy will be based upon the projected time-phased joint bed availability (using the LAD and the planning factors for set-up times).

27.8.1.2.6.2. Only those hospital units that are mission capable will be used to calculate the supportable evacuation policy.

27.8.1.2.6.3. The supportable theater evacuation policy MWF will be used to determine requirements for both medical evacuees and blood/blood products that are ultimately rolled into the nonunit-related TPFDD file. Additional guidance is provided below.

27.8.1.2.6.4. Each component MPM MWF will contain the bed capabilities data used to calculate the supportable theater evacuation based upon the LAD planning factors contained in the LOI.

27.8.2. **UTCs.** The primary use of UTCs is for wartime planning as stated in the OPLAN TPFDD. An additional use of UTCs is to document total Air Force manpower requirements needed to support the DG scenario. This process includes identification of OPLANs for FORSIZE and WARMAPS. Requirement and capability UTCs can be used in these systems just as they are used in OPLAN development. Further guidance may be found in AFI 38-205. A UTC building-block approach will be employed to staff ATHs and pre-positioned contingency hospitals from which the theaters of operation can incrementally build to the larger facilities from a "family of UTCs". These UTCs in OPLANs must be time-phased in their corresponding TPFDDs based on this incremental approach. The UTC MISCAP will define other UTCs with which a UTC is used.

27.8.3. **Aeromedical Evacuation Support Requirements:**

27.8.3.1. Aeromedical evacuation system (AES) asset requirements will be based upon the OPZone 1 and OPZone 2 evacuation policies that can be supported with apportioned or prepositioned, mission capable hospital units.

27.8.3.2. All AES requirements should be included in the TPFDD. The CINC will ensure that aeromedical evacuation support is planned to meet all subordinate

theater components' projected workload requirements to include medical NEO and allied requirements. Final determination as to theater-wide AES units employment locations will be made by the theater air component in close coordination with HQ AMC (intertheater), HQ ACC as the theater-specific intratheater AE force provider, and the theater airlift planners. Further guidance may be in WMP -1, Annex F, and in subsequent paragraphs to this chapter. and the theater Airlift Division. Further guidance may be found in Annex F to the WMP-1 and in subsequent paragraphs to this chapter.

27.8.3.3. As a general rule, the final destination GEOLOC for all AES units will be their actual planned employment location.

27.9. **Identifying Nonunit-Related Requirements:**

27.9.1. As discussed above, in addition to identifying force requirements through the use of UTC packages, the OPLAN TPFDD also identifies specific nonunit-related movement requirements.

27.9.1.1. Aeromedical evacuation medical crews and associated contingency kits returning to the theater upon completion of mission.

27.9.1.2. Replacements/fillers.

27.9.1.3. Medical Evacuees - based upon MPM calculations using the theater supportable evacuation policy.

27.9.1.4. NEO medical evacuees - based upon a factor of 3 percent of anticipated NEO population (U.S. government personnel).

27.9.2. To facilitate identification of medical-specific nonunit-related personnel and minimize the potential for Personnel Increment Number (PIN) duplication, the theater medical planner should coordinate with force planners to reserve specific blocks of PINs for each category above. The first two PIN positions for each category should be:

27.9.2.1. Returning aeromedical evacuation medical crews: FK

27.9.2.2. Replacement/Fillers: As directed by theater component personnel planner.

27.9.2.3. Medical Evacuees: JM

27.9.2.4. NEO Medical Evacuees: JD

27.9.3. Although the theater air component medical planner is responsible for developing only the medical nonunit-related personnel records, the Nonunit Personnel Generator (NPG) uses the MPM MWF as an integral input to calculate replacement requirements. Therefore, the theater medical planner will provide the personnel planner the same MWF that is used to calculate medical evacuees requirements for inclusion in the MEDEVAC TPFDD (i.e., the MWF that contains the theater supportable evacuation policy and the Service-provided percent of losses not replaced). **NOTE:** To compare the MPM time-phased losses and NPG-generated replacements, the following equation should be used:  $\text{MPM losses} \times \text{percent of personnel to be replaced} + \text{returns-to-duty not covered by replacements} = \text{NPG-generated replacements}$ .

27.9.4. APOE GEOLOCs for aeromedical evacuation medical crews returning to the theater will be based on the percentage of MEDEVAC missions flowed to each CONUS APOD.

27.9.5. The theater air component medical planner in conjunction with HQ AMC, will build records to return aeromedical evacuation medical crews to the theater consistent with normal aeromedical evacuation support planning concepts.

27.9.6. The MEDEVAC TPFDD:

27.9.6.1. The MEDEVAC TPFDD will normally be comprised of:

27.9.6.1.1. Joint records for to-CONUS movements based upon MPM-generated requirements using the supportable theater evacuation policy.

27.9.6.1.2. Medical NEO evacuees.

27.9.6.1.3. Allied medical evacuees.

27.9.6.2. When building MEDEVAC records using the MPM, the following guidance applies:

27.9.6.2.1. The EAD-LAD windows should coincide with the 10- day time periods reflected in the MPM.

27.9.6.2.2. The ALD for each time period should be one day prior (e.g., if the time period is C+11 through C+20, the ALD should be C+10).

27.9.6.2.3. The mode and source to the APOD should be coded "A, K".

27.9.6.3. At the discretion of the CINC, and the theater air component, an intratheater MEDEVAC TPFDD

may be developed and included as part of the overall nonunit-related TPFDD.

27.9.6.4. Medical NEO evacuee requirements will be consistent with the CINC's overall concept for accomplishing NEO operations (normally complete by C+10). Medical APOEs (vice general NEO APOEs) will be reflected in the TPFDD. The following planning factors should be used:

27.9.6.4.1. 80 percent/20 percent litter to ambulatory ratio.

27.9.6.4.2. Requirement is based upon 3 percent of anticipated NEO population.

27.9.6.5. The algorithm used to determine intheater and to-CONUS movement percentages will be based upon the percent of total beds available within the area of the servicing MEDEVAC APOE. If MEDEVAC is planned by C-141, distribution of patients among CONUS APODs will be based upon the percentage of retrograde flow (provided by HQ AMC) expected at each port. If MEDEVAC is planned by B767, distribution percentages among servicing hubs will be provided by HQ AMC.

27.9.6.6. The APODs and APOEs established will be consistent with overall CINC strategic mobility guidance.

27.9.6.7. In order to alleviate F50 edit errors, the origin and APOE GEOLOCs will be the same--rather than using "unknown". The same applies to the APOD and destination GEOLOCs.

27.9.6.8. CINC should use JOGS in order to ensure that data contained in the MEDEVAC TPFDD reflects: 1) the joint requirements generated by the supportable evacuation policy MPM run, and 2) the appropriate distribution of patients among APODs.

27.9.6.9. USTRANSCOM/HQ AMC in conjunction with the theater air component medical planner and the CINC will analyze the total MEDEVAC requirements and develop an executable flow plan based upon available aeromedical evacuation medical crews, APOE throughput, and projected aircraft availability. Those MEDEVAC requirements that cannot be met with available capabilities will change the personnel increment description (column reference code 51 of the nonunit record) to "AE shortfall."

27.9.7. Class 8A Nonunit-Related Cargo TPFDD:

27.9.7.1. General Guidance:

27.9.7.1.1. In accordance with Annex B to the JSCP, Class 8A requirements will be determined by the theater air component medical planner in conjunction with the Air Force Medical Logistics Office (AFMLO) at the line item level of detail for all forces in the TPFDD.

27.9.7.1.2. Resupply item requirements will be calculated based upon the assumption of full occupancy of all component hospitals (operating at full expanded bed capacity) throughout the duration of the conflict.

27.9.7.1.3. Item resupply requirements and the factors used to calculate them will not be fiscally constrained.

27.9.7.1.4. To ensure an accurate portrayal of Class 8A resupply requirements, close and ongoing coordination with the AFMLO is essential.

27.9.7.2. Cargo Increment Numbers (CIN) will be assigned consistent with the theater air component's overall CIN allocation, with the exception that the type movement code will be "Y" for all Class 8A sourced.

27.9.7.3. Responsibilities:

27.9.7.3.1. The theater air component medical planner in conjunction with AFMLO/DLA will provide the following sourcing information based upon the theater concept of medical support and the LADs contained in the sourced forces portion of the TPFDD:

27.9.7.3.1.1. Origin GEOLOC.

27.9.7.3.1.2. Weight (in short tons) and cube.

27.9.7.3.1.3. ALD and RDD.

27.9.7.3.1.4. Cargo Category Code.

27.9.7.3.1.5. Destination GEOLOC.

27.9.7.3.1.6. Status of medical critical items.

27.9.7.3.2. The Theater Air Component Medical Planner and AFMLO will:

27.9.7.3.2.1. Convert sourced data into JOPES TPFDD format.

27.9.7.3.2.2. Build "in-place" TPFDD records for all prepositioned Class 8A - include total weight, cube, and storage location.

27.9.7.3.3. CINCs through their component commands provide the following to the Services:

27.9.7.3.3.1. Refined/sourced forces list.

27.9.7.3.3.2. CINC's critical medical items list.

27.9.7.3.3.3. Strategic mobility/channeling guidance for nonunit-related record cargo resupply.

27.9.7.3.3.4. Preferred mode(s) to APOD during discrete phases of OPLAN period.

27.9.7.3.3.5. Surface/air order-ship times and required safety level.

27.9.7.3.3.6. MPM WMF.

27.9.7.3.4. Air vs. Sea Movement. Class 8A resupply mode(s) should comply with overall strategic mobility guidance and sea lift should be used whenever possible. However, the following issues should be addressed before making a final determination on mode:

27.9.7.3.4.1. The potential requirements for air movement of malpositioned or shortfalled PWRM or short-shelf life items during the early phases of the conflict (i.e., prior to LAD C+30).

27.9.7.3.4.2. The need to continue air resupply of perishable or short-life commodities after the SLOCs are established.

27.9.7.3.5. If there are Class 8A resupply records contained in the Service-provided TPFDD that are less than ten (10) short tons, the CINC should use JOGS in order to facilitate creating "rolled up" records that reflect moving at least 10 short tons (per record) from a sourced origin (via the designated POE) to the anticipated POD. **NOTE:** If a single component's records still do not contain sufficient short tonnage to meet minimum acceptable levels, the CINC medical planner, in conjunction with the J4 planner, should consider creating joint Class 8A records.

27.9.7.3.6. The theater air component medical planner in conjunction with HQ AMC will build nonunit-related cargo records to return aeromedical evacuation related equipment (i.e., 780 (configuration) gear, litters, blankets, litter wraps, and contingency kits, etc.) to the theater consistent with the following guidance:

27.9.7.3.6.1. Planning factors:

27.9.7.3.6.1.1. Weight: 1.45 short tons for each C-141 mission of 65 patients.

27.9.7.3.6.1.2. Cube: 3.6 measurement tons for each C-141 mission of 65 patients. **NOTE:** Planning factors for B767s will be provided by HQ AMC.

27.9.7.3.6.2. The percentage of equipment originating at each APOE will reflect the percentage of evacuees transported to each CONUS APOD.

27.9.7.3.6.3. The description field for each record is "AE related eqpt".

27.9.7.3.6.4. The cargo category code is: JDB.

27.9.8. Class 8B (Blood) Nonunit-Related Cargo Records.

27.9.8.1. Blood records will be based upon the time-phased requirements generated by the MPM using the theater supportable evacuation policy. The purpose of the 8B TPFDD is to document movement requirements from the APOE (normally the ASWBPL) to the APOD.

27.9.8.2. The number of short tons transported to each blood transshipment center (BTC) will be determined based upon its OPZone location and the percentage of beds serviced by that BTC.

27.9.8.3. A 7-10 day safety factor will normally be added to the blood requirements in OPZone 1.

27.9.8.4. The cargo increment description field (column 51) of each record will contain the nomenclature "packed cells".

27.9.8.5. If frozen blood is stored in-theater, in-place records will be included to reflect location and quantity.

27.9.8.6. Blood requirements (based upon MPM calculations) for each BTC will be converted to pallet requirements for movement purposes; each pallet weighs 2.7 short tons and has a cube of six (6).

27.9.8.7. No individual record will include a requirement for more than two (02) pallets, or 5.4 short tons, of packed cells.

27.9.8.8. Responsibilities:

27.9.8.8.1. The CINC provides:

27.9.8.8.1.1. TPFDD shell.

27.9.8.8.1.2. Pallet (short ton) requirements by BTC GEOLOC.

27.9.8.8.1.3. RDD and associated EAD-LAD window.

27.9.8.8.1.4. Mode and source to APOE = "L,G".

27.9.8.8.1.5. Mode and source to APOD = "A,K".

27.9.8.8.1.6. Mode and source to destination = "X,X".

27.9.8.8.1.7. APOE GEOLOC (consistent with CINC's Strategic Mobility Guidance).

27.9.8.8.2. Armed Services Blood Program Office (ASBPO) provides:

27.9.8.8.2.1. ALD.

27.9.8.8.2.2. Origin GEOLOC and PROVORG.

27.9.8.8.2.3. Short tonnage, if less than a full pallet.

27.9.8.9. All blood records will be joint records, with the first two positions of the CIN being "JR".

27.9.8.10. The destination GEOLOC will be the same as the BTC GEOLOC.

27.9.8.11. The cargo category code for all 8B records is "FDD".

27.9.9. Other Nonunit-Related Cargo Requirements:

27.9.9.1. Class I - CINC's will ensure that meals for patients are included in the overall TPFDD requirements.

27.9.9.2. Class III - CINC's will ensure that requirements for DEPMEDs, vehicles, etc. are included in the TPFDD.

27.9.9.3. Class IX - CINC's will ensure that requirements are included in the TPFDD.

**27.10. AFSC Cross-Utilization and Substitution Policy.** For guidance on these areas refer to WMP-1, Annex F.

**27.11. Aeromedical Evacuation System.** The mission of the worldwide AE system is to transport casualties by air, under medical supervision, from forward airfields in the combat zone to points of definitive care in the communications zone (intratheater), from the combat zone to medical care in the communications zone (intratheater or intertheater depending on the theater), and from the communications zone to CONUS (Intertheater), or to an intermediate supporting theater (intertheater). USAF fixed wing common user aircraft will normally operate to evacuate casualties from echelon III to echelon IV medical facilities (communications zone to CONUS), but can operate as far forward as C-130 or other aircraft used for AE routinely operate in support of common-user transportation requirements and required aircraft support is available (e.g., CCT or other comparable elements for air traffic control).

27.11.1. **Theater (Intratheater) AE.** Within the combat zone, the bulk of patient movements from battlefield to collection points will be accomplished by the Army. Theater AE retraces the airlines of communications with wounded being moved by Army/Navy conveyance to assault strip or airhead. At the airhead, an Air Force/Army/Navy/USMC interface occurs when wounded are moved from Army/Navy/USMC vehicles to Air Force responsibility through means of a MASF. Theater AE will be accomplished primarily by C-9As and retrograde/dedicated C-130 aircraft. The MASF will receive patients from the user Service's forward medical facilities by means of the user Service's organizational transportation. Patient arrival times should be based on the flight plan of the designated mission aircraft and the distance between the user Service's medical facility and the MASF. Patients will be scheduled to arrive at the MASF in sufficient time prior to aircraft arrival to allow for preflight preparation and administrative processing. Normally, this will be no more than six (6) no less than two (2) hours. MASFs will be provided by ACC and positioned at key locations to support the Army combat support hospital/evacuation hospitals within the combat zone. Where an Army mobile facility or an Army/Navy/Air Force fixed facility is reasonably near an airhead and patients can be moved expeditiously to match aircraft arrivals, a MASF may not be required. Movement of Air Force patients may be directly from the medical facility or an ATH and could involve plane- side transfer. ADFs may also be used for staging and reception of patients.

27.11.2. **Strategic (Intertheater) AE.** Strategic AE will utilize C-141 dedicated/retrograde aircraft to pick up patients from ASFs at designated theater AE interface airfields. If AE CRAF is used to move patients, pickup will be from CRAF capable airfields. Patients will be assembled at ASFs or other appropriate medical facilities in preparation for evacuation. ASMRO will assign CONUS destinations for patients, and the AEOT/ASF in coordination with the AECC will group to the extent possible, patients according to final CONUS destinations. Consideration should be given to use of theater-assigned AE aircraft (C-9A) to consolidate patients with like CONUS destinations at recovery bases. Army/Navy/USMC patients destined for CONUS movement may require transportation from Army/Navy/USMC facilities within the combat zone operational area to one of the pickup points to interface with the strategic AE system. When general hospitals are reasonably nearby and patients can be moved expeditiously to match airlift arrivals, patients from these hospitals can be moved to the aircraft without being processed through an ASF.

27.11.3. **CONUS AE.** AE missions returning from a theater will deliver patients to airfields designated as CONUS reception stations. Patients destined for medical facilities located within a reasonable driving distance of these CONUS onload stations will be moved from said onload stations to the destinations medical facility by ground transportation organic to the receiving medical facility. Patients destined for medical facilities located outside reasonable ground transportation radius of the scheduled onload station will be offloaded at the intertheater reception point and moved to final airfield destinations through the domestic AE systems. The CONUS AECC will be responsible for coordination for all patient movement once the mission arrive at the CONUS reception aerial port, ensuring that patients are continued to final destinations as appropriate, and notifying medical facilities of aircraft arrival, time, type, and numbers of patients to be offloaded. The CONUS AECC will be the control point for all CONUS AE aircraft and medical crews.

#### **27.12. Responsibilities for Aeromedical Evacuation.**

Within the theater of operations, the Air Force component surgeon in conjunction with HQ AMC/SG, is responsible for the development of the concept of operations for aeromedical evacuation. This coordination process also includes the development and placement of aeromedical evacuation requirements that should also include the participation of the other theater component surgeons. The theater Air Force component surgeon must include this concept of operation and the associated requirements to support this concept, in the theater's OPLANs and TPFDDs, respectively. To facilitate this process, a preplanning meeting between the theater Air Force component surgeon, HQ AMC/SG, and the other theater Service component surgeons, is encouraged. The Air Force component surgeon is also responsible for ensuring that all support requirements, e.g., billeting, messing, POL, space requirements, etc., are identified to the supported Service for deploying aeromedical evacuation assets, to include medical crews, at those deployment locations where these assets are collocated with supported Army/Navy/Marine medical facilities. Additionally, the Air Force component surgeon is responsible for including in the nonunit related TPFDD file requirements for positioning/reporting of aeromedical evacuation configuration equipment and the return of aeromedical evacuation medical crews and their aeromedical evacuation contingency kits to the theater. HQ AMC/SG is responsible for supporting the theater's aeromedical evacuation concept with the necessary resources. These resources are provided through the WMP-3, Part II. Additional guidance pertaining to aeromedical evacuation may be found in Annex F to the WMP-1.

27.12.1. US Transportation Command (USTRANSCOM) is responsible to provide integrated command and control system for global patient movement offering decentralized execution and in-transit visibility. The Air Force is charged with the responsibility to operate a common-user, fixed-wing aeromedical evacuation system."

27.12.2. The Air Mobility Command (AMC) has been given overall responsibility for serving as the single AE proponent for the Air Force, managing and operating intertheater and CONUS AE subsystems, and providing AE elements with a primary mission to support intertheater AE interface in the theater of operations, in intermediate supporting theaters, or in CONUS.

27.12.3. Air Combat Command (ACC) serves as the force provider for those AE elements which will deploy to a theater of operations to support intratheater specific AE movement and intratheater interface.

27.12.4. The Air Force component command is normally given the responsibility for planning to establish/expand the AE system to support contingency operations. During contingencies which exceed the capability of theater-assigned AES and associated airlift squadrons, ACC and AMC will provide mission specific augmentation forces to support increased theater requirements, and AMC will expand, or establish, the intertheater capability to support movement between theaters of operation, or to CONUS with augmentation from ACC, as required."

27.12.5. The Army component normally provides evacuation by organic Army airlift within Army combat zones or operational areas. The Navy/USMC component normally provides evacuation using Navy/USMC organic airlift over routes solely of interest to the Navy or USMC, or when the Air Force cannot provide the service (e.g., ship to shore).

**27.13. Blood Program Responsibilities.** The National Blood Program will meet the Nation's needs for whole blood, components, derivatives, and plasma expanders in the event of mobilization or national emergency. The Federal Emergency Management Agency has the overall responsibility for this program. The role of DoD is to make sure that blood collecting facilities, distribution points, and processing laboratories are in place to supply blood products for treating military casualties during national emergencies, or in time of war.

27.13.1. The DoD Armed Services Blood Program Office (ASBPO) will ensure that a readily available and replaceable supply of blood and blood products is

available to support all of the Services' medical treatment facilities.

27.13.2. The ASBPO coordinates actions to meet blood product requirements generated in contingency situations.

27.13.3. AFR 160-26 implements the Air Force blood program by defining a system of Blood Donor Centers (BDC), Blood Transshipment Centers (BTC), and Armed Services Whole Blood Processing Laboratories (ASWBPL). Transfusion service capabilities are identified in all wartime medical assemblages and existing hospitals, as part of the clinical laboratory.

27.13.3.1. The Air Force Blood Program:

27.13.3.1.1. Is designed to produce blood products in support of joint-Service casualties.

27.13.3.1.2. Serves as the logistics interface for all blood product movement from CONUS to a theater of operations.

27.13.3.2. AFI 44-105 identify procedures for the operation of the Air Force Blood Program.

#### **27.14. Continental United States (CONUS) Medical Support:**

27.14.1. Casualty Receiving Hospitals (CRH). Certain CONUS medical facilities have been designated to receive and treat returning casualties from the theaters of operation. Personnel needed to operate these hospitals at their expanded capacity will be provided by the unit's residual Active Component (AC) and civilian personnel, cross-leveling of command resources, and the use of selective reserve and PIM resources. These facilities must retain a post deployment sustaining force of selected active component functional area managers to oversee the expansion and augmentation process after the deployment of the mobility contingent without degrading the mobility mission. The MAJCOM/SG validates the composition of the sustaining force teams, and ensures that the positions are identified on the units peacetime manning document. Base medical units not designated as CRHs will continue to provide full medical services as resources permit.

27.14.1.1. CRHs plan to operate at expansion capacity during wartime. Bed space within the medical facility will be provided for acute patients with a projected length of stay not to exceed 60 days.

27.14.1.2. A progressive patient care approach to patient management will be established whereby patients will be



transferred to a minimal care facility on base when acute care is no longer required. This requirement applies to those facilities designated to establish minimal care facilities.

27.14.1.3. The type of care to be provided by each medical facility will be identified based upon the thirteen (13) ASMRO contingency medical specialty codes identified below, or ICD-9A (International Classification of Disease) patient classification code when the TRANSCOM Regulating and Command and Control Evacuation Systems (TRACES) is fielded integrating the separate process of patient regulation and movement:

27.14.1.3.1. Medical (MM).

27.14.1.3.2. Psychiatry (MP).

27.14.1.3.3. Surgery (SS).

27.14.1.3.4. Orthopedic (SO).

27.14.1.3.5. Spinal Cord (SCI).

27.14.1.3.6. Burns (SBN).

27.14.1.3.7. OB/GYN (SG).

27.14.1.3.8. Pediatrics (MC).

27.14.1.3.9. Neurosurgery (SSN).

27.14.1.3.10. Ophthalmology (SSO).

27.14.1.3.11. Thoracic Surgery (SSCT).

27.14.1.3.12. Maxillo Facial (SSM).

27.14.1.3.13. Urology (SSU).

27.14.2. When casualty workload increases to a point where it is determined that the Department of Defense (DoD) medical system, in whole or in specialty areas, will be overwhelmed, two programs are available to DoD to support its medical care system. It is important to note that activation of these two programs is not automatic in a contingency. Additionally, specialty capabilities of these programs may be activated without activation of the entire system.

27.14.3. DVA/DoD Contingency Operations System (DVA/DoD). Assigned by Public Law 97-174, the DVA/DoD system serves as the primary backup medical system to DoD. The system is activated by the recommendation of the Assistant Secretary of Defense (Health Affairs), in consultation with the Service

Surgeons General, to the Secretary of Defense. The recommendation/request to DVA is based upon assessments that generated or expected casualty flows have or will overwhelm the military system. Designated AF MTFs are responsible for providing military patient administration support to designated VA medical centers (VAMC). These VAMCs serve as the primary DVA casualty receiving hospitals.

27.14.3.1. The VA is authorized to assign a higher priority for care to active duty personnel than any other VA-eligible group, except veterans with service-connected disabilities. The VA identifies medical facilities to provide care to casualties being returned from a conflict overseas. They also offer medical care support to MTFs. Each VA medical center, for planning purposes, seeks to be prepared to provide at least 25 percent of its staffed operating beds within 72 hours of activation.

27.14.3.2. VA resources may include use of VA medical centers (VAMCs), outpatient clinics, manpower support, supply services, communication systems, education and other resources.

27.14.3.3. Appropriate VA support arrangements will be incorporated into a joint MTF-VA Contingency Operations Plan addressing full use of available VA and MTF resources. The MTF-VA Contingency Operations Plan must be prepared and maintained as Annex D to the medical unit's support plan or prepared as a stand alone plan if the MTF commander so designates.

27.14.4. National Disaster Medical System (NDMS). NDMS is sponsored by DoD, the DVA, the Federal Emergency Management Agency (FEMA) and the Department of Health and Human Services/U.S. Public Health Service. DoD participation is governed by DoD Directive 6010.17. In wartime, NDMS serves as a secondary backup medical care system for the combined federal resources of DoD and DVA. It may be activated by a request from the Assistant Secretary of Defense (Health Affairs), in conjunction with the Service Surgeons General. DoD activation/participation flows from DoD through the Service chain of command. HQ USAF/SG will direct activation of USAF MTFs designated as Federal Coordinating Centers (FCC) through the respective MAJCOMs. The FCCs activate NDMS plans through their locally derived channels. In peacetime disasters, DoD medical resources may be used to supplement civilian resources. Activation is triggered by the decision of the Assistant Secretary for Health, Department of Health and Human Services (DHHS/ASH). If DoD resources are required, requests are forwarded from DHHS/ASH to DoD and the Directorate of Military Support (DOMS). DOMS

coordinates requests with appropriate Service functional areas (e.g., HQ USAF/SG for medical support). Further guidance may be found in Annex F, USAF WMP-1, and AFI 41-106.

27.14.5. CINCFOR CONPLAN 7300-9X, Integrated CONUS Medical Operations Plan (ICMOP). The CONPLAN achieves, in CONUS, an aggregate DoD medical capability to support a major regional contingency (MRC) or concurrent MRCs that develop sequentially. The plan integrates DoD policy, the unified command requirements, and the capabilities of the Services, USTRANSCOM, DVA, the US Public Health Service, and NDMS.

### *Section B-Medical Services Annex*

**27.15. Medical Estimate.** The medical estimate is an appraisal of all factors, from a medical viewpoint, that may affect the command mission. Even if the commander does not require a formally submitted medical estimate, the medical planner must make an informal estimate that may be used in an emergency. The format for this estimate is in Attachment 4, figure A4.8. Through this problem-solving process, the foundation for the medical plan is developed. The remainder of this paragraph contains instructions for the preparation of each element of the medical estimate.

27.15.1. **List of References.** List the maps, charts, and relevant documents medical forces may need to understand and carry out their responsibilities under this OPLAN.

27.15.2. **Mission Statement.** State the operational mission of the command as a whole, not the responsibilities involved in the Medical Service functional area.

### **27.15.3. Situation and Courses of Action:**

27.15.3.1. **Proposed Courses of Action.** Describe each course of action being considered by the commander. Obtain these from the commander's staff element responsible for plans and operations. Remember that since the medical estimate supports the commander's estimate, it may cover several courses of action.

27.15.3.2. **Characteristics of the Proposed Area of Operations.** Include medical intelligence data on climate, weather, environmental factors, topography, etc., that may affect medical support requirements.

27.15.3.3. **Assumptions.** Discuss all of the assumptions that affect the medical support requirement for each course of action.

27.15.3.4. **Strength to be Supported.** Determine the time-phased strength to be supported as accurately as possible. Using this strength, estimate the non-battle and battle casualties. Apply the characteristics of the proposed area of operations to estimate non-battle casualties. Use the estimate of casualties as the datum to complete medical support requirements.

27.15.4. **Medical Support Analysis.** Apply the situation and course of action in an analysis or comparison to arrive at the best medical support for the mission. Develop the analysis to show how the requirements, availability, and limiting factors compare for each course of action.

27.15.4.1. **Hospitalization.** Compute the hospitalization requirements for each course of action. Estimate the hospitalization that must be furnished by our own forces and by friendly forces. Estimate hospitalization availability and state the limiting factors.

27.15.4.2. **Supply Aspects.** Determine the amount of materiel (by weight and cube) required to support each proposed course of action. Consider the time-phased materiel that accompanies the forces and the available pre-positioned materiel. Determine the supply levels that deploying units carry with them to operating locations. Determine the types and quantities of supplies and equipment available for each course of action. Include resupply information. Compute whole blood requirements and determine its availability. List the limiting factors for any aspects of supply.

27.15.4.3. **Patient Evacuation.** Obtain a command decision and state the evacuation policy, that is, the maximum number of days a patient may be held within the command for treatment before being returned to duty or evacuated.

27.15.4.3.1. A patient is evacuated from the area when a responsible medical officer decides the patient cannot be returned to duty status within the prescribed period and when the travel will not aggravate the patient's disabilities.

27.15.4.3.2. Compute and apply the time-phased estimate of patient evacuation to determine requirements for staging casualties. Estimate the numbers of litter and ambulatory patients for all services involved in the operations. For each course of action, list the responsibility for patient regulating. State any limiting factors for each course of action.

27.15.4.4. **Responsibility for Types of Patient Evacuation.** Delineate the responsibility for intratheater

and intertheater evacuation and list any limiting factors for each.

**27.15.4.5. Types of Aircraft to be Employed and Inflight Medical Crew Requirements.** List the types of aircraft to be used for each type of patient evacuation. Compute inflight medical crew requirements based on a time-phased evacuation estimate of patients for each type of aircraft. List the limiting factors.

**27.15.4.6. Other Medical Support to be Furnished by Friendly Forces.** For each course of action, list the medical support, not covered elsewhere, that is to be furnished by friendly forces.

**27.15.4.7. Other Limiting Factors Based on Characteristics of the Area of Operation.** Consider any limiting factors that would affect the proposed courses of action that have not been previously covered.

**27.15.5. Comparisons of Courses of Action.** Based on the preceding analysis, compare the medical support requirements for each course of action. From a medical support standpoint, compare the advantages and disadvantages of each. Include enough detail in the comparison to permit ready recognition of the conclusions.

**27.15.6. Conclusions.** State whether the mission can be supported. Recommend the course of action from the medical standpoint. List in order of recommended priority all other courses of action that can be supported.

**27.15.6.1.** State any reasons why the basic mission, or any proposed action, cannot be supported. List major medical support problems requiring the commander's attention. State corrective actions for each.

**27.15.6.2.** Briefly state any unavoidable limitations and deficiencies in medical support. Consider friendly capabilities and limitations along with enemy offensive capabilities, such as, chemical warfare.

**27.16. Command Considerations.** After considering the various staff estimates, the commander decides on the course of action to be adopted. Following the commander's decision, the medical and other staff agencies prepare their portions of the plan for implementing the selected course of action. The medical portion becomes Annex Q to the plan. It furnishes the detailed guidance to medical forces on how to carry out their tasks to support the plan.

**27.17. Purpose and Scope.** Attachment 2, figures A2.140. through A2.160. provides the sample formats for preparing the Medical Services Annex. The outline shown is that of an OPLAN Medical Services Annex prepared by both MAJCOM and base level medical planners and conforms to that prescribed in JCS Pub 5.03-2. The Medical Services Annex includes guidance on medical policies, procedures, and management. It outlines the medical actions required for joint and Air Force operations and identifies action that could limit the command's support capabilities. All paragraph and subparagraph headings shown in the sample will be used. If the plan does not require certain information or instructions, that paragraph or subparagraph should be annotated "Not Applicable." If the appendix requires information that does not fall logically within the established paragraphs, other paragraphs or Tabs may be added as needed. If any of the established Tabs do not apply to the plan being written, this should be noted as "Not Used" next to the applicable Tab, listed on the last page of the appendix. Chapter 8 contains administrative guidance for preparing the appendix. Planners at base level must also refer to AFI 41-106 for additional guidance on developing the medical unit plans in support of contingency operations.

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## Chapter 28

### CHAPLAIN PLANNING

#### *Section A--General Information and Chaplain Estimate of the Situation*

**28.1. General Planning Guidance.** Chaplain readiness planners at every level must apply their best judgment to meet mission requirements, unforeseen circumstances and rapidly changing situations to support war and

contingency operations. This ensures that the planning process adequately defines total wartime requirements and that resources are available to meet those requirements. The chaplain estimate follows the outline format shown in Attachment 4, figure A4.9. and can be considered the problem-solving phase of plan development. Attachment 2, figure A2.161 shows the

format for the Chaplain Annex to a component command Operation Plan (OPLAN).

**28.2. Planning Reference Documents.** *The chaplain community must coordinate, communicate and be familiar with other functional organizations which interface with and support the Chaplain Service. Following is a list of publications important to planning that should be reviewed:*

28.2.1. Publications available through distribution channels:

28.2.1.1. AFR 26-2, *USAF Organization Policy and guidance.*

28.2.1.2. AFR 35-20, *USAF Personnel Support for Contingency Operations (PERSCO).*

28.2.1.3. AFR 35-53, *USAF Accommodation of Religious Practices.*

28.2.1.4. AFR 45-1, *Purpose, Policy and Responsibilities for Air National Guard and Air Force Reserve.*

28.2.1.5. AFR 170-18 *Operations Under Emergency Conditions.*

28.2.1.6. AFI 10-402, *Mobilization Planning.*

28.2.1.7. AFI 10-403, *Deployment Planning.*

28.2.1.8. AFI 10-404, *Base Support Planning.*

28.2.1.9. AFI 41-106, *USAF Medical Readiness Planning and Training.*

28.2.1.10. AFI 51-604, *USAF Appointment to and Assumption of Command.*

28.2.1.11. AFP 35-19 *USAF, Prisoner of War: Rights and Obligations Under the Geneva Convention.*

28.2.1.12. AFP 110-31, *International Law - The Conduct of Armed Conflict and Air Operations.*

28.2.2. Other publications distributed as required:

28.2.2.1. *Emergency Action Procedures of the USAF (EAP-USAF).*

28.2.2.2. JCS Pub 1, *Dictionary of Military and Associated Terms.*

28.2.2.3. JCS Pub 1-05, *Religious Ministry for Joint Support Operations*

28.2.2.4. Joint Operation Planning and Execution System (JOPES).

28.2.2.5. DoD Directive 1300.17, *Accommodation of Religious Practices Within the Military.*

28.2.2.6. Joint Plan for DoD Noncombatant Repatriation.

28.2.2.7. Military Rules of Evidence #503, *Privileged Communication.*

28.2.2.8. USAF Joint Emergency Evacuation Plan (JEEP).

28.2.2.9. USAF Program (PD) Bases, Units, and Priorities.

28.2.2.10. USAF War and Mobilization Plan, Volume 3, Combat and Support Forces (WMP-3).

28.2.2.11. Command Plans Summary (Condensed reference of command war/contingency plans.

**28.3. Chaplain Service Mission.** To provide essential comprehensive religious and spiritual ministry in support of maximum wartime readiness, morale, combat effectiveness and military objectives, ensuring the free exercise of religion for all active duty personnel, their families and other beneficiaries. Chaplains also serve as advisors to their commanders.

**28.4. Concept of Operations.** Chaplain Readiness Teams (CRT) consisting of Chaplains and chaplain service support personnel is the Air Force framework to provide religious support during war, contingency operations, national emergency, or exercises. The CRT functions at all levels of command for the duration of war or contingencies to ensure unity of effort, flexibility, and unit integrity. Although this mode of operation enables the chaplain service to rapidly shift from a peacetime ministry to a readiness ministry, the role of the chaplain and the enlisted support personnel remains the same. The chaplain provides the professional ordained ministry support and the enlisted chaplain service personnel provide all support functions required to enable the chaplain to execute and accomplish its mission.

28.4.1. Specific elements of the chaplain's professional ministry are the following, however not limited to these categories: ministry of presence, pastoral counseling and care, worship, site visitation, critical incident stress and trauma ministry, interments and principal advisor to commanders on religious, moral and morale issues.

28.4.2. Specific elements of enlisted support personnel are the following, however not limited to these categories: support religious services and related ministries, manage chaplain service logistics and materiel, provide security, establish a command and control system for the chaplain function, perform spiritual triage and procure communication equipment and transportation requirements.

**28.5. Functional Assumptions.** Refer to USAF War and Mobilization Plan, Volume 1 (WMP-1), Annex X for functional assumptions that may be applicable. Also refer to operational assumptions associated with your OPLAN which directly impact chaplain requirements. Include the following as necessary:

28.5.1. The command structure of the chaplain function in the theater of operation is unlikely to duplicate that in the CONUS or in peacetime.

28.5.2. Chaplain support will be required at every wartime beddown location to ensure the provisions of the First Amendment to the U.S. Constitution with respect to the free exercise of religion.

28.5.3. Personnel from other U.S. military services, civilians and other beneficiaries will be provided religious support to maximum extent possible.

28.5.4. Chaplain function personnel must be prepared to operate and provide religious support in the conduct of joint operations.

28.5.5. At CONUS and overseas hospitals, the number of causality admissions from battle and non-battle injuries can be expected to increase significantly. Providing critical incident stress ministry will be a priority of religious support.

28.5.6. Some OPLAN unique locations may require constrained normal chaplain operations due to host nation religious requirements. Appropriate coordination must be effected through the appropriate command channels.

28.5.7. CONUS bases serving as reception and processing centers will experience increased demands for religious and spiritual support.

**28.6. Specific Chaplain Planning Guidance.** The Chaplain Service Annex X to the WMP-1 and the USAF Chaplain Service Total Force Readiness Guidance

(CSTFRG) provides the functional guidance to assist Air Force Chaplain Service readiness planners at all levels in developing war and contingency plans. Annex X includes:

28.6.1. Guidance that describes the organization of the USAF Chaplain Service during wartime; duties, roles, and responsibilities of chaplains and chaplain service support personnel; policies and guidance; and basic assumptions upon which the chaplain mission is based. Although this guidance provides a framework, references, and considerations to aid in the development of an OPLAN, it should not be considered as all inclusive or be constrained by the current guidance in WMP-1, Annex X.

28.6.1.1. WMP-1 provides major commands, Field Operating Agencies, and HQ USAF/HC a consolidated reference source for general policies and guidance concerning mobilization planning and the support of Air Force operations worldwide. Chaplain function unit type codes (UTCs) (XFFC1 through XFFC7) are listed in AFMAN 10-401, Chapter 5, Table 5.1 and 5.2 for Chaplain Service core UTC packages.

28.6.2. CSTFRG includes chaplain function unique planning, training, personnel, logistics and ministry requirements guidance in the development of Chaplain Service support for a OPLAN. Although the CSTFRG can not account for the full spectrum of Air Force operation planning, it provides a basic source document needed to develop plans and to conduct operations during war and contingencies.

### ***Section B--Chaplain Annex***

**28.7. Chaplain Annex.** Planners must follow the format in Attachment 2, figure A2.161. to prepare the Chaplain Annex. The format shown is that of an Annex prepared by both MAJCOM and base level chaplain planners. The Chaplain Service Annex includes guidance on chaplain policies, procedures, and management. Each major paragraph heading must be used. If the plan does not require certain information or instructions, that paragraph or subparagraph should be annotated "Not Applicable." If the appendix requires information that does not fall logically within the established paragraphs, other paragraphs or tabs may be added as needed. Planners should refer to AFI 52-101-series, CSTFRG, and this manual for preparing the Chaplain Appendix in support of contingency operations.

## CIVIL ENGINEERING PLANNING

**29.1. The Civil Engineering Mission.** The Air Force Civil Engineer (CE) prepares, sustains, and recovers bases as platforms for the projection of aerospace power across the operational continuum. The CE is also responsible for integrating environmental considerations into the planning and basing process. Air operations are highly dependent on operating bases; consequently, civil engineering planners must participate in all stages of environmental and operational planning so that bases are available when they are needed.

29.1.1. The civil engineer purview encompasses the following forces, and accordingly, appropriate planning guidance must address these requirements:

29.1.1.1. Base civil engineer forces, which include engineers, fire protection, explosive ordnance disposal, and disaster preparedness personnel.

29.1.1.2. **RED HORSE Forces:**

29.1.2. The command civil engineer must review all plans (command, joint, Air Force, or execution) to ensure Engineering planning responsibilities are properly addressed. Command engineering planners prepare the civil engineering annex (Annex W) of Air Force component command and supporting command OPLANs (see Attachment 2, figures A2.169. through A2.171.).

29.1.3. The civil engineer planner is also responsible for Appendix 2 (Chemical Warfare and Nuclear, Biological, and Chemical Defense Operations) to Annex C (Operations) of Air Force component command and supporting command OPLANs (see Attachment 2, figure A2.34. through A2.37.) and Appendix 11 (Air Base Operability) to Annex C (see Attachment 2, figure A2.47. through A2.48.).

29.1.4. The Civil Engineering Support Plan (CESP) is published as Annex D, Appendix 5, of unified command plans (see Attachment 2, figure A2.65.). As a rule, unified command plans do not have an Engineering annex, and component command plans do not normally contain a CESP. The Engineering annex should contain any relevant information from the unified plan CESP.

29.1.5. Civil engineering is committed to providing for the national defense in a manner consistent with national environmental policies. The command civil engineer assists Air Force planners with incorporating environmental requirements into the OPLAN.

**29.2. Planning Guidance.** Substantive guidance for preparing plans supporting CINC operations plans and Air Force unilateral plans is given in the USAF War and

Mobilization Plan (WMP), Volume I. USAF WMP, Volume I, Annex S, contains specific planning guidance for Engineering.

29.2.1. AF Manual 3-2, Civil Engineering Combat Support Doctrine, contains guidance for organizing, equipping, training, sustaining, deploying, and employing engineer forces in support of Air Force combat operations.

29.2.2. The Air Force will comply with applicable federal, state, and local environmental laws and standards. Air Force operations and activities in foreign countries will comply with the DoD final governing standards or, in their absence, environmental standards in the overseas environmental baseline guidance document.

29.2.2.1. An Environmental, Safety, and Occupational Health Plan (ESOHP) must be developed to implement this policy. The ESOHP must identify specific environmental, safety, and occupational health responsibilities for deploying personnel along with necessary resources to comply with applicable ESOHP requirements. The ESOHP can be incorporated into existing deployment plans or stand alone. MAJCOMs will determine the ESOHP format and content.

29.2.2.2. An environmental impact analysis is required for all deployments. Procedures are contained in AFI 32-7061 (formerly in AFRs 19-2 and 19-3), Environmental Impact Analysis Process, for both CONUS and overseas deployments. Any deviations to the environmental impact analysis process must be expeditiously applied for through the MAJCOM environmental planning function to HQ USAF/CEVP when special or emergency conditions exist.

**29.3. Preparing Folders.** The command civil engineer develops and maintains airfield information folders, as required, as part of the contingency planning responsibility. Planners use these folders in preparing civil engineering staff estimates and civil engineering appendices to MAJCOM plans.

29.3.1. A folder is prepared for each airfield in the MAJCOM's geographic area of responsibility that may reasonably be used by US Air Force forces in a contingency operation. The airfields may be in various states of readiness to receive tactical and support aircraft. Airfields should at least have a water source that can be made potable to be considered for contingency planning.

29.3.2. The folder should contain up to four sections, as required: basic airfield information, airfield feasibility analysis (if required), airfield development recommendations (if required), and a current copy of the base's joint support plan (JSP) (if available). These sections are discussed in paragraphs 29.4. through 29.7.

**29.4. Basic Airfield Information.** Before any airfield analysis can be useful, the planner must obtain all of the pertinent engineering intelligence data on the physical characteristics of the airfield and ensure these data are current and accurate. A minimum source of engineering data to be maintained in the Basic Airfield Information section is the Airfields Data File produced by DMA. The Airfields Data File may be retrieved from the Airfields System which is resident on the Worldwide Military Command and control System.

29.4.1. Once the Airfields Data File for any particular base has been filed for more than 6 months, it should be used only for a preliminary analysis. If further study on the base is required, a new Airfield Data File should be obtained. Any Airfield Data File that is more than 5 years old should be replaced with a current report.

29.4.2. When any information is encountered that is not contained in the Airfield Data File (or is more current):

29.4.2.1. Report it to the Defense Mapping Agency Aerospace Center, DMAAC/ADL, St. Louis, Missouri 63268-3399. Detailed procedures are given in Defense Intelligence Agency Manual (DIAM) 58- 2, Volume II, Part 9, Chapter 3.

29.4.2.2. Request an updated Airfield Data File when submitting the DD-193.

29.4.3. When available airfield data are not adequate to prepare a plan, civil engineering planners must initiate a data information requirement request, using the procedures given in DIAM 58-2, Volume II, Part 9, Chapter 3, or take action to have an on-site field survey conducted. If field surveys require engineering expertise not available to the command engineer or beyond command capabilities, a request for assistance should be forwarded to the Air Force Civil Engineering Support Agency (AFCESA), Tyndall AFB, Florida 32403-5319.

29.4.4. Supplementary documentation needed as part of the basic information is: current aerial stereo pair photographs; latest RCS: HAF-LEE(AR) 7265 report, if available; plans prepared by other DoD departments and by agencies outside DoD, if available; and 5 to 25 mile radius maps and base layout plans. In each case, the dates and some measure of reliability of this intelligence should be included.

**29.5. Feasibility Analysis.** A feasibility analysis is a preliminary evaluation of available airfield data to determine an airfield's capability to support a proposed mission. It is required only for new beddown bases, bases being studied for a major mission change, or bases scheduled for a change in status (i.e. standby base to active COB or caretaker base to standby base). It must be maintained for five years following completion of analysis. An assessment by the flight operations community is an integral part of the feasibility analysis. They can best determine if the airfield will meet aircraft requirements.

29.5.1. It must examine the quantities and types of weapons systems to be employed, the time available for airfield development, and the expected duration of the employment. It should include an initial aircraft parking plan to accommodate the worst-case aircraft mix envisioned for that base; it should also consider airfield pavement strength.

29.5.2. To update an Airfield Data File, a brief summary statement is submitted to DMAAC.

**29.6. Development Recommendation.** Based on a study of the basic airfield data and the feasibility analysis, engineering planners discuss the major engineering factor that may adversely affect the successful execution of the Air Force mission. The airfield development recommendation must list these factors, together with actions to correct them. In this recommendation, planners must list the deficiencies that must be corrected before or during the contingency before the airfield can support the Air Force mission. It is required only if feasibility analysis is required (see paragraph 29.5.). It must be maintained for the same period of time as the feasibility analysis.

**29.7. Scope of Civil Engineering Planning.** Civil engineering planning in support of a unified command operation plan must provide timely, coordinated civil engineering support for tactical and strategic operations.

29.7.1. The US Air Force civil engineering mission in support of a typical OPLAN includes rapid runway repair (RRR); emergency war damage repair to other essential facilities; force beddown; operations and maintenance; crash rescue and fire suppression; render safe and dispose of explosive ordnance; monitor and protect resources subject to nuclear, biological and chemical contamination; and construction management of emergency repair of war damage and force beddown, necessary for the employment of US Air Force forces and weapons systems.

29.7.2. The US Air Force mobility concept enhances this mission by providing rapidly deployable civil engineering forces, using organic air transportable facilities and equipment, to transform bare base sites to operational airfields. Civil engineering plans must incorporate this mobility concept.

**29.8. Planning Process.** The civil engineering planning function comprises two primary phases: the advisory-coordination phase and the plan development phase.

**29.8.1. Advisory-Coordination Phase.** During the advisory-coordination phase, civil engineering planners, in cooperation with other staff divisions, prepare staff estimates of various courses of action based on the command planning guidance.

29.8.1.1. These staff estimates, prepared informally or in the form of an Estimate of the Situation, must be based on airfield feasibility analyses to determine the capabilities and limitations of airfields in relation to deployment plans.

29.8.1.2. This joint advisory-coordination effort must take place early in the planning process to ensure that civil engineering recommendations are available to the responsible commander before the concept of operations is firm. At this point, the planning process moves into the plan development phase.

**29.8.2. Plan Development Phase.** During this phase, planners must take these essential planning steps:

29.8.2.1. Determine time-phased facility requirements to support the deployed weapons systems and forces.

29.8.2.2. Develop an analysis of airfield facility assets. Consider all assets that can be reasonably expected to become available for use by US air forces during the contingency operations.

29.8.2.3. Based on facility requirements and assets, develop deficiency listings with time-phased emplacement of mobile assets or construction requirements. Consider these mobile assets: Harvest Bare, Harvest Eagle, Harvest Falcon and other mobility sets, as well as temporary relocatable modular facility substitutes or pre-engineered facilities.

29.8.2.4. Develop site layouts, as required, for airfields to determine the availability of real estate to accommodate the required facilities and to highlight real estate deficiencies, if any, as a possible constraint in the execution of the plan.

29.8.2.5. Identify civil engineering forces required for beddown of the deploying force, base hardening operations, base recovery from enemy-inflicted damage (emergency war damage repair), crash rescue and fire suppression operations, operation and maintenance of real property facilities, and construction management of these activities. Identify Air Force civil engineering forces by approved unit type codes as listed in the WMP, Volume III. Include these forces as part of the total support force requirement and list them in the time-phased force and deployment data file.

29.8.2.6. Specify the required equipment and materiel resources necessary to support civil engineering operations listed in the plan. Consider time-phasing and possible prestockage.

**29.9. Responsibilities of the Planners.** To accomplish these planning tasks effectively, the planners must be knowledgeable in site selection, site layout or criteria, expedient construction methods, the capabilities of various types of civil engineering forces and force levels, and employment of mobile facility substitutes and air transportable construction equipment.

29.9.1. They must ensure that current, accurate, and complete airfield engineering intelligence data are used to develop realistic feasibility analyses. They must begin early in the planning process to ensure that the feasibility analyses support the initial selection of airfields for a deployment plan.

29.9.2. To be effective, their support planning must be done at the same time as the operations planning. The airfield information folders in paragraphs 29.3 through 29.6 are essential for this planning participation.

**29.10. Planning Concepts.** Civil engineering responsibilities in support of CINC operations plans may include one or more of the following: rapid runway repair (RRR), emergency war damage repair, force beddown, operations and maintenance, crash rescue and fire suppression, passive defense, explosive ordnance disposal, explosive ordnance reconnaissance, disaster preparedness operations, preparation and clearing for base security, base denial, area decontamination, and construction management of these activities. Although there is often a degree of overlap in these functions, they may be treated separately for planning purposes.

**29.10.1. Rapid Runway Repair (RRR).** To repair bomb-damaged airfields in the least possible time for assured launch and recovery and the highest possible sortie generation rates, RRR procedures must be well planned and equipment must be identified.



29.10.2. **Emergency War Damage Repair.** A critical function after the outbreak of hostilities will probably be restoring the facilities and utilities. In operations plans for war, estimates must be made of damage to be expected and plans made to reconstitute essential damaged facilities rapidly.

29.10.3. **Force Beddown.** This involves both the initial development of new bases and the expansion of existing bases to accommodate the deployed forces. The unified commander has overall responsibility for force beddown planning, but the Service planners do the detailed planning for individual bases and base areas for which the unified commander assigns planning responsibility.

29.10.4. **Base Operations and Maintenance.** At main operating bases, most of the required operations and maintenance (O&M) personnel may already be in place. At bases developed or expanded specifically for the operation, a large number of O&M personnel may need to be deployed. In the early stages of a conflict, when it is necessary to operate essential facilities and utilities, maintenance may not be performed concurrently but may have to be deferred until time permits.

29.10.5. **Fire and Crash Rescue.** The contingency planner must consider this function carefully. The fire and crash rescue capability at most of our air bases is structured for peacetime operations and is often staffed by local national employees who are not required to perform in a hostile environment. The plan must compensate for all expected shortcomings in this area (such as the ability to handle structure fires and crash and rescue operations at the same time).

29.10.6. **Passive Defense.** Passive defense is intended to protect friendly forces by concealing and hardening essential facilities, utilities, and personnel. Passive defense may include, but is not limited to, hardening facilities, employing chemical warfare protection, revetting aircraft and facilities, dispersing aircraft and equipment, generating smoke screens, camouflaging and toning down the installation, and placing decoys (see Chapter 13).

29.10.7. **Explosive Ordnance Disposal (EOD).** EOD forces are specially trained and equipped to eliminate or reduce the threat to personnel and resources by rendering safe U.S. and foreign ordnance, as well as improvised devices. They integrate with other civil engineering forces to ensure unexploded ordnance (UXO) are cleared from critical airfield surfaces prior to RRR activities. Wartime manpower standards provide a varied capability, depending on type of base and threat. Wartime Air Force Manpower Determinant (WAFMD) W44EDC should be consulted.

29.10.8. **Explosive Ordnance Reconnaissance (EOR).** EOD personnel train the entire base populace on EOR. Once trained, all are required to perform EOR as a first step in base post-attack recovery. EOR is not to be confused with the detailed reconnaissance of critical airfield surfaces done by damage assessment teams.

29.10.9. **Base Security Defenses.** This type of work is required to prevent infiltration of the base by covert as well as openly hostile forces. Examples include: erecting perimeter fencing, stringing concertina wire, preparing clear-fire zones, erecting watch towers, erecting detention facilities. This type of engineering planning must be closely coordinated with security planning.

29.10.10. **Base Denial.** Base denial involves destroying or deactivating essential facilities and utilities to deny their use to an enemy after a base has been abandoned by friendly forces.

29.10.10.1. Civil engineers are highly qualified to perform base denial because of their working knowledge of all base facilities and utility systems.

29.10.10.2. Base denial must be carefully preplanned and coordinated because it must generally be performed under severe time constraints and because it is essential to leave intact only as few facilities and utilities as possible.

29.10.11. **Area Decontamination.** The civil engineer is responsible for gross area decontamination in a nuclear, biological, and chemical (NBC) environment. (Gross area decontamination does not mean complete decontamination to all facilities, pavements, and land areas of a base. It consists of gross washdown and light earthwork required to remove the bulk of contaminants from those facilities, pavements, and land areas to which the base mission forces must have access.) Other decontamination may proceed as time permits.

29.10.12. **Construction Management.** Civil engineers must manage the above functions and apply correct priorities and maximum efforts to meet the most critical needs. The most pressing responsibilities are assured aircraft launch and recovery and the highest possible sortie generation rates. Command staff augmentation may be necessary to manage the increased augmentation forces and provide essential technical expertise.

29.10.13. **Disaster Preparedness Operations.** Disaster preparedness forces are specially trained and equipped to protect personnel and resources subject to nuclear, biological, chemical (NBC), and conventional attack, and

monitor for NBC contamination. They interface with other base forces to ensure the air base maintains the required interoperability and survive-to-operate capabilities among those functions vital to success of the mission. The disaster preparedness wartime manpower determinant should be consulted by the MAJCOM planner.

**29.11. Finalizing the OPLAN Input.** Planners should analyze all of the functions discussed in paragraph 29.10.1. through 29.10.13. together to make the best use of forces and equipment.

29.11.1. After the services complete their planning, they submit data to the unified command where it is coordinated and integrated into a single theater CESP. The CESP is published in the CINC OPLAN, Annex D, Appendix 5.

29.11.2. Although civil engineering support planning is done under the direction and authority of the unified command, service planners adhere to the concepts, guidance, and policies of their respective service.

**29.12. RED HORSE.** These units possess unique civil engineering capabilities. RED HORSE units are mobile, rapidly deployable, and largely self sufficient. They can perform major force beddown, heavy damage repair, bare base development, and heavy engineering operations. Some examples of their capabilities are water well drilling, explosive/demolition operations, expeditionary barrier installation, airfield lighting, asphalt paving, communication, concrete placement, material testing (soils), quarry operations, rapid runway repair, revetments, and special weapons (M-60 machine guns, 40mm grenade launchers).

**29.13. Planning Liaison During Civil Engineering Support Planning.** Close coordination among Air Force and MAJCOM planners is essential to ensure that all operations plans are properly supported, using the latest concept on equipment resources, troop utilization, modular facilities, programs in the developmental stages, etc. To this end, these procedures are established:

29.13.1. Component commands must advise HQ USAF Office of the Civil Engineer, Directorate of Operations and Maintenance (HQ USAF/CEO) and Air Force Civil Engineering Support Agency, Readiness Directorate, Standards Division, AFCESA/DXS) of the date the CESP is scheduled for completion or revision and of the dates for substantive conferences or working sessions on support planning.

29.13.2. When possible, planning personnel from HQ USAF/CEO and AFCESA may be available to visit the component command during periods of substantive work on plans and during major conferences. Their objectives are to assist in planning and to ensure coordination between the Air Staff and the MAJCOM.

29.13.3. MAJCOMs must keep AFCESA/DX abreast of current plans and work closely with them for engineering force apportionment, team structuring for sizes, AFSC mix in deploying teams, and skill level composition.

**29.14. Civil Engineering Support Plan Appendix to the Logistics Annex.** A sample of the standard Civil Engineering Support Plan Appendix is shown in Attachment 2, figure A2.65. and in the Joint Operation Planning and Execution System, Volume II. Additional guidance is found in WMP-1. If there is a separate annex (or a separately published CESP Appendix to the Logistics Annex) covering civil engineering aspects, the command civil engineer is the approving official for the annex or appendix.

**29.15. Civil Engineering Planning for CONPLANs.** Concept planning is needed to develop sound operational support concepts that can be readily expanded into an OPLAN if required. Each CONPLAN should cover civil engineering matters in whatever detail is necessary to support the plan.

**29.16. ADP Support for Civil Engineer Support Planning.** Supported CINCs may use data mechanization to assist in preparing CESPs. The data processing for CESPs is described in JOPES and the Joint Engineering Planning and Execution System (JEPES) Users Manual.

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## Chapter 30

### SECURITY PLANNING

#### *Section A--Information Security*

**30.1. Introduction to Security Planning.** The commander, action officer, or official charged with preparing or issuing a plan, operation order, program, or

project decides which measures are to be taken to implement the information security program required by DoD 5200.1-R/AFPD 31-4. The personnel security program prescribed by DoD 5200.2-R/AFPD 31-5 must also be considered so implementation of the plan or

operation is not hindered by the lack of personnel authorized access to classified information.

**30.2. General Guidance on Preparing the Plan.** This segment applies to the operation plan, if classified, and to any classified material, such as documents, procedures, and requirements generated by the plan. The plan must provide security classification guidance, downgrading and declassification instructions, and any special control measures required by the original classification authority.

30.2.1. For most operation plans, determination to classify information is based on the information revealed. This information pertains to strategic or tactical military actions including training, movement of troops and equipment, supplies, targets, reaction time, flight plans, alert procedures, and other essential items of information which, if revealed to the enemy, would jeopardize the operation.

30.2.1.1. Operation plans are highly susceptible to inconsistent classification due to the erratic use of derivative classification procedures. Derivative classification is a responsibility of those who incorporate, paraphrase, restate or generate in new form, information that is already classified. During the preliminary drafting of the plan, essential items to be protected must be made known to offices preparing annexes to the plan. This results in consistent derivative classification throughout the draft plan.

30.2.1.2. When the plan is finally issued, the classification guidance should be complete enough for users to assign accurate derivative classifications to related information in their own sphere of responsibility. The guidance may be placed either in the introductory portion of the plan or in the Security Annex, whichever best fits the overall needs of the plan.

30.2.2. Several areas require special attention:

30.2.2.1. **Relationships Between Titles, Short Titles, and Nicknames.** Classification guidance should never encourage or condone the substitution of a short title or nickname for other phrases in an effort to avoid the need to classify. It may permit the use of an unclassified short title (for example, in receipting), but to use such a title instead of a classified title or phrase in textual matter amounts to adoption of an insecure code and may lead to a compromise of key information.

30.2.2.2. **Association and Compilation Classification.** Extra care is required to make sure that piecemeal revelation of data does not compromise valuable information (for example, when the numbers of aircraft, specific dates, and the names of bases are related to the

title of a plan and to each other, they can reveal the complete nature of the operation, even though the fragments of information are unclassified when standing alone).

30.2.2.2.1. Under the compilation theory, protection is provided for aggregated information that identifies or tends to reveal the magnitude, direction, and areas of classified research, development, test and evaluation, operations, and intelligence programs. Generally, a compilation of unclassified elements of information should not be classified. In other words, zero-classification can never be CONFIDENTIAL. At least one key element should be classified if the whole is classified. That one key ingredient could be, for example, the fact that the aggregated information represents a unit's capability level.

30.2.2.2.2. An original classification authority who has functional interest or supervisory responsibilities over the information makes the classification determination. Such classification should be done sparingly and be fully supported with written rationale which should be included in the information so classified. It should identify the added factor that necessitates the classification. Further, state to what extent extractions from the compilation can be made at the unclassified level, to the extent practicable.

30.2.2.3. **Ability To Protect Information.** In some instances, it may be impossible to protect certain equipment or activities from disclosure. For example, the presence of certain aircraft may be readily seen on a base at some stage of an operation. If so, it is useless to classify information revealing location of the aircraft--even though relationship of the aircraft to the objectives of the plan is classified. Original classification authorities must carefully consider the sensitivity of the information as well as the ability to protect it before making a decision of this nature.

30.2.2.4. **Downgrading and Declassification Instructions.** Since the need to protect information usually changes as the operation progresses, guidance for declassification should be included. If possible, it should relate specific events or dates to downgrade or declassify the information. For example, a planned movement may be classified until the movement is completed; thereafter, the presence of aircraft and personnel may be subject to open observation. Declassification at that time facilitates rapid communications and logistic support which may be critical.

**30.3. Special Instructions on Specific Items.** If necessary, the plan must include guidance on the following:

30.3.1. Marking, special handling, and distribution and reproduction limitations.

30.3.2. Using code words or nicknames.

30.3.3. Special access requirements.

30.3.4. Briefing and debriefing requirements.

30.3.5. Emergency destruction procedures and precedence.

30.3.6. How to make unclassified shipments to classified destinations without compromising the plan.

30.3.7. Special procedures for approving the release of information.

#### ***Section B--Base Security Planning***

**30.4. Base Security Planning.** An extensive and comprehensive base security plan is published at each base.

30.4.1. The Installation Security Plan is the prime example for bases that routinely support priority resources. It provides the detailed guidance required by AFI 31-101 for conducting normal and emergency security operations at the base where the plan applies. Concepts and detailed requirements for developing this plan are in AFI 31-101. In preparing the plan, planners must keep in mind that commanders are ultimately responsible for the security of operational areas and resources under their jurisdiction. Also, see Attachment 2, figure A2.165., Format for Physical Security Appendix.

30.4.2. The Installation Resource Protection Plan is the prime security plan for bases that do not support priority resources. It provides detailed guidance required by AFI 31-209 for conducting normal and emergency security operations at the bases where the plan applies. Concepts and detailed requirements for developing this plan are in AFI 31-209.

#### ***Section C--Local Ground Defense***

**30.5. Base Defense Plan.** AFI 31-301 and AFH 31-305 contains guidance for preparing a ground defense plan. As a rule, this plan is needed only at base level as required by the major command, due to a current or probable future ground threat. See the sample format in Attachment 2, figure A2.166.

**30.6. Area Defense Responsibility.** In almost every environment where US air forces will operate, an allied or United States ground force command is responsible for defending the area where the base is located. Command relationships and security or defense responsibilities depend on factors of base ownership, national agreements, and mutual agreements among senior commanders.

#### ***Section D--Security Force Mobility***

**30.7. Security Force Requirements.** Security Police personnel have a wide spectrum of missions and responsibilities in a deployed and potentially hostile environment. These include, but are not limited to:

30.7.1. Base defense (sectorize, establish area defense, established base defense operation center, defend isolated resources such as POL and ammunition storage areas).

30.7.2. Physical security (detect, assess, delay, deny, neutralize).

30.7.3. Access control and flow.

30.7.4. Coordination with allied/host nation defense forces to ensure mutual support.

30.7.5. Coordination with host nation/local law enforcement agencies.

30.7.6. Maintenance of law and order.

30.7.7. Coordination with other rear area forces to control traffic and civil disturbances and to regulate prisoners of war and refugees.

**30.8. Source of Security Police Forces.** Security police forces available for deployment are listed in the WMP-3, Part 2, Support Forces.

#### ***Section E--The OPLAN Force Protection Annex***

**30.9. Preparing the Force Protection Annex.** Most operations plans need a Security Annex to define and describe requirements, responsibilities, and operations which will exist when the plan is implemented. This annex must clearly describe the situation and the support mission in sufficient detail to guide effective action at every level of command. Planners must avoid the "broad brush" treatment of requirements that does not provide a real basis for immediate or effective plan implementation. The annex must give the information needed for planning by subordinate units and other commands. In particular, if the plan requires the employment of security police from other commands, this

annex must give the information needed by those forces for deployment and employment. Security planners should follow the sample Force Protection Annex formats in Attachment 2, figures A2.163. through A2.166. for

preparing a MAJCOM supporting plan Force Protection Annex. Detailed administrative guidance is also provided in chapter 8.

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## Chapter 31

### INFORMATION MANAGEMENT AND POSTAL PLANNING

**31.1. Introduction.** The Information Management (IM) mission includes three broad categories, or functions, at all levels of command: Functional (or Core) Information Management, staff support, and postal. Although fewer than 15 percent of Air Force IM personnel serve in core IM functions at any point in time, such as the Information Management Flight (IMF), they oversee the many programs that enable the Air Force to manage information as a resource. Most Information Managers work in staff support, or executive support type, functions that are essential to the everyday operation of every organization in the Air Force. Special Duty Identifier (SDI) 8M000 personnel carry out the critical overseas postal mission through an infrastructure of Aerial Mail Terminals (AMT) and Air Post Offices (APO). All members of the diverse IM community share one overriding goal: ensuring their co-workers and commanders have the information they need, when they need it, to accomplish the Air Force warfighting mission.

**31.1.1. Information Management Flight (IMF).** The IMF provides core information management services to the wing or base. These services include managing and distributing administrative communications and mail; managing and distributing publications and forms; providing printing and duplicating services; and conducting a records management program, to include management of the Freedom of Information Act (FOIA) and Privacy Act (PA) programs. The IMF deploys under the RAAA-series Unit Type Codes (UTC) and must plan and train along with the units it supports to insure seamless IM support in the war environment.

**31.1.2. Staff Support.** Those information managers who provide executive and information management support within an organization, such as the information managers on the commander's staff or those assigned to individual units or offices; those services or processes performed by staff support information managers. Generally, this includes executive and protocol officers and NCOs, squadron section commanders, and a host of other functions too numerous to mention. Each functional area provides for its deployed staff support within its own UTCs.

**31.1.3. Postal.** The Air Force inventory of postal personnel is extremely limited because it is an overseas requirement. While assigned postal duties, individuals carry the SDI 8M000; upon completion of postal duty, they are assigned to their primary AFSCs and are often tasked for postal deployments. These 8M000-experienced personnel are also limited resources. The LWDB-series UTCs are used to deploy postal personnel to operate AMTs and APOs, which can be a combination of 8M000 postal experts and AFSC 3A0X1 augmentees. Postal Squadron headquarters personnel can be deployed in LWDB7, but more often are deployed as part of the Headquarters Air Force Forward (AFFOR), or theater, staff. It's important to remember that the Military Postal Service Agency (MPSA) is the DoD single manager for the Military Postal Service. Air Force postal squadrons serve as the theater single service managers for their respective AORs.

**31.2 General Planning Guidance.** IM and Postal wartime and contingency planning is addressed in WMP-1, Annex U, *Information Management*, and Annex G, *Personnel*; AFI 37-101, *IM War and Contingency Planning*; and this manual. Other guidance includes AFPAM 37-106, *Worldwide Information Management Contingency Training and Plans Development* (formerly AFP 4-17), and AFH 37-105, *Postal Augmentee Orientation*, (formerly AFP 4-14). WMP-1, available at MAJCOM level, outlines IM and Postal wartime requirements, yet provides the latitude to meet command-unique wartime tasks. Planners should use WMP-1 guidance along with that provided in the CONUS Base Use Plan and this manual to develop Information Management and Postal annexes for unit and command plans. Sample annexes are provided in Attachment 2, figures A2.167 (IM) and A2.85-2.87 (Postal). Also, please refer to the IM and Postal Planner checklist, as well as the Common Item Checklist, in Attachment 5, A5.21 of this manual.

**31.3. Evaluation of Information Management and Postal Support.** AFI 37-101 outlines planning and preparation responsibilities for IM and Postal personnel at all levels. Of particular importance is the need to continually assess the effectiveness and efficiency of your readiness program through participation in local

exercises and implementation of readiness training programs. Moreover, feedback through such avenues as AF Form 209, **Information Management Operations After-Action Report**, can help improve planning and plan execution. (See AFI 37-101, paragraph 3, for further information).

**31.4. Expanded Guidance for Preparing the Information Management and Postal Annexes.** The heart of an annex is the guidance for executing the concept of operations. Dedicated subparagraphs are devoted to the primary information management functions of administrative communications, postal support, publishing, records management, IM systems, and plans and programs. Listed here are planning considerations for each of these areas. Planners must take a broad view of their functions. For example, the IMF must plan to support a deployed base. The Air Component Command IM planner must think through theater-wide issues and policies, such as how the publishing function will work. The postal squadron must plan for theater-wide AMT support in addition to establishing APOs. Finally, everyday we find ourselves operating in a more electronic environment--technology is here to stay and planners must plan to deploy proven technologies accordingly.

**31.4.1. Administrative Communications.** This subparagraph describes administrative communications support which includes operation of the base information transfer system (BITS); the document security function; arrangements with Defense Courier Service for support (see Attachment 2, figure A2.120.); the concept of operations for postal support; official mail, facsimile, and electronic mail (e-mail); and establishment/ management of a central destruction facility for classified waste (users are responsible for destroying their own classified waste). The special orders function has been decentralized and will remain so when deployed. Planners must ensure continuity of operations under conditions of reduced staffing, limited transportation, and substandard facilities without degrading the security of classified material.

**31.4.2. Postal Support.** Postal support will be provided by the Air Postal Squadron in the appropriate theater of operations. Planners should work closely with the director or chief of information management (IM) and the air postal squadron staff to ensure official administrative communications are expedited and the following actions are taken.

31.4.2.1. Establishing theater postal support.

31.4.2.1.1. Identify air postal squadron and detachment representatives, and coordinate their assigned tasks (see

AFDIR 37-135, *Air Force Address Directory*, for a list of postal activities).

31.4.2.1.2. Identify facilities that could be used for air post offices and aerial mail terminals.

31.4.2.1.3. Coordinate with air postal squadron and detachment representatives on the host government national postal system. (Since there is a monopoly on mail transportation and postal revenue in most foreign countries similar to that of the U.S. Postal Service, there must be an agreement on customs limitations and restrictions.)

31.4.2.1.4. Outline policies for receipt of personal mail by forces moving to an overseas area as part of a classified operation.

31.4.2.1.5. Coordinate with transportation and services representatives to provide vehicle, messing, and billeting support for postal service personnel during contingency operations.

31.4.2.1.6. Coordinate with transportation representatives to ensure sufficient air and vehicle support to move personal and official mail from the Aerial Mail Terminal to Air Post Office locations.

31.4.2.2. Establishing delivery of official and personal mail at installation level.

**31.4.2.2.1. Official Mail.** The Chief, IMF should determine if official mail received from the Air Post Office addressed to military organizations will be delivered through the Base Information Transfer Center (BITC) (DoD 4425.8-M/Air Force Supplement or through a unit mailroom concept as prescribed in DoD Directive 4525.6-M, Volume II (DoD Postal Manual). Notify units and establish procedures accordingly.

**31.4.2.2.2. Personal Mail.** The Chief, IMF should contact the Air Postal Squadron or Air Post Office to determine if personal mail will be delivered and dispatched through a Postal Service Center (PSC) or unit mailroom concept. Delivery of personal mail using both concepts is provided for in DoD 4525.6-M, Volume I, DoD Postal Manual. Notify units and establish procedures accordingly.

**31.4.3. Publishing.** This subparagraph describes the concept of operations for publications and forms management, publications and forms distribution, and printing and duplicating requirements. The annex must outline the procedures for required printing, duplicating, and copying support; the types of publications and forms required; the development of new publications and forms; and methods of distributing, stockpiling, and

pre-positioning publishing equipment and supplies. Pay particular attention to evolving initiatives for creation, delivery, and use of electronic publishing products, such as CD-ROM and the electronic Air Force Publishing Distribution Library (AFPDL). The annex should describe plans for publications library support and assign responsibility for facilities, supplies, equipment, and personnel.

31.4.4. **Records Management.** This subparagraph assigns responsibility for records management as all records must be preserved and disposed of per Air Force disposition standards. This part of the annex also identifies sensitive records and their location, and gives instructions for their protection and emergency disposal. Sensitive records include personal records covered by the Privacy Act (PA) and those exempt from public disclosure under the Freedom of Information Act (FOIA). Be especially mindful of protecting names and duty addresses of personnel deployed overseas, those alerted for deployment, or those who are assigned to sensitive or routinely deployable units.

31.4.5. **Information Management Systems.** This subparagraph identifies mission critical support systems that must remain operational during any level of conflict. Planners must assume that the operating environment will be less than optimum; will have possible contaminants in the air; temperatures exceeding the normal range of an office environment; fluctuations, failures, or absence of electrical power; and electronic or magnetic field interference. Backup procedures must be established to ensure alternate systems are available for information processing. This paragraph should address quantities and sources of required supplies such as ribbons, diskettes, paper, cleaning supplies, etc. for information management systems.

31.4.6. **Plans and Programs.** This subparagraph assigns responsibility for ensuring appropriate resources are marshaled to support base level IM functions. It is critical to work closely with other IM functions to:

31.4.6.1. Establish procedures for changing and reallocating manpower requirements. Focus on reception, surge, and sustainment phases. Consider support for main operating bases (MOB), collocated operating bases (COB), forward operating locations (FOL), unit

deployments, in-place resources, and follow-on requirements.

31.4.6.2. Assess service increases and decreases and impact on availability of equipment, supplies, and funds at MOB and other locations.

31.4.6.3. Establish a point of contact for directing and controlling IM combat support, either within IM or unit crisis action center.

31.4.6.4. Assess facility, transportation, power, and communications support requirements for each work center.

31.4.7. **Other Guidance.** This section (or any of the annex) may be expanded as required. Appendices may be added if needed to include detailed information. If information is not required for a specific paragraph heading, planners should annotate "Not applicable" after the paragraph heading. More detailed administrative guidance is provided in Chapter 8.

**32.1. Scope of SVS Planning.** SVS support planning plays a critical role in operations plans. It is essential that SVS planners employ all resources judiciously to build a force which is highly qualified and combat capable. These capabilities demand that all forces be knowledgeable and able to perform basic wartime tasks and taskings unique to the services career field.

32.1.1. The SVS mission and employment doctrine in support of a regional OPLAN includes food service, billeting, laundry, linen exchange, troop issue, mortuary, and fitness and recreation.

32.1.2. Force planning calls for an increased emphasis on force projection capabilities, more flexible, rapidly responding, precise, lethal forces with global reach. SVS forces must possess the ability to support combat forces in a responsive manner over great distances. Planners must integrate SVS forces for Air Force deliberate and contingency planning using the Air Force Core UTC Package concept.

**32.2. Planning Process.** This section describes how SVS planners prepare Appendix 10 to Annex D, Services (see Attachment 2, figure A2.78.).

32.2.1. Planners must first define the SVS missions required. The plan should include the planning factors and assumptions used to derive these requirements and guidance on how the requirements are to be satisfied. Specific attention should be focused on any service shortfalls so they can be satisfied or identified in the plan as shortfalls.

32.2.2. For CONPLANs and OPLANs, Prime RIBS (Readiness in Base Services) UTCs are used for manpower support with consideration given to in-place forces, existing contracts, and assured host nation support.

32.2.3. A separate paragraph is used for each of the primary services: food service, billeting, mortuary affairs, fitness and recreation, and laundry.

32.2.4. The appendix should be based on the equipment available for the plan, such as Harvest Falcon, Harvest Eagle, Harvest Bare, fixed facilities, etc., for both main base operations and field environments.

32.2.5. Planners must calculate existing facility and equipment surge capacities to determine the maximum

population that can be supported. Planners must then compare surge capacities with OPLAN population requirements and identify limiting factors and shortfalls.

32.2.6. Sources for field equipment and civilian contract facilities and services must be identified and listed.

**32.3. Planning Concepts.** SVS responsibilities for combat service support under regional operational planning concepts may include one or more of the tasks required for initial beddown, food service, billeting, mortuary operations, and laundry planning. Theater specific requirements must be addressed separately. Under the lead/follow support concept, each active lead flying squadron normally requires one LWRR1 (40-person) Prime Readiness in Base Support (RIBS) team. For each follow-on flying squadron, one LWRR2 (20-person) Prime RIBS team is normally required.

32.3.1. Food service must be able to maintain an cook-to-customer ratio under 1:55. Food service must be able to sustain operations using the two prepared meals and one MRE concept, and be able to graduate to three prepared meals.

32.3.2. Billeting must be able to control all bed assignment and terminations, and control multiple billeting facilities; e.g., tent cities, MOB billeting, host nation facilities and contract quarters.

32.3.3. Mortuary operations capabilities under the deterrent phase consists of continuing the current death program and final planning actions required to implement remains processing and temporary mass burial if required. The force structure required to implement remains processing is available under the warfighting phase of operations with the additional SVS personnel provided.

32.3.4. Laundry operations will normally consist of self-service washers and dryers. The billeting function will provide supervision and execution of laundry support planning. Field laundry support is required for third/fourth echelon (3E/4E) medical contingents.

32.3.5. Fitness and recreation activities should be planned to commence operation as soon as initial beddown tasks are completed. The majority of sports and recreation activities will be conducted during the sustainment phase and are normally reduced during beddown and warfighting.



**33.1. The Mission of Space Operations.** Air Force Space Command supports the Air Force's capability to prosecute a war by improving in-place command, control, communications, and intelligence; connectivity; early warning of tactical ballistic missiles and high-performance aircraft; targeting accuracy; navigation; weather assessment; and other reconnaissance capabilities. Space assets support several crucial areas vital to the Air Force mission.

**33.2. Air Force Space Command (AFSPACECOM) Capabilities.** The primary mission capability is to enhance US military operations by ensuring access to and use of space. Space operations include launch, satellite control, and missile warning. Emphasis is placed on space system application to early warning; situational awareness; and mission planning, rehearsal and execution.

**33.3. Command and Control of AFSPACECOM Forces.** The Commander, AFSPACECOM, exercises command and control over assigned units, worldwide. Crisis/contingency and wartime operations will be under the combatant command of the Commander-in-Chief, US Space Command (USCINCSpace). Taskings for AFSPACECOM forces will be through precoordinated warplans or through the supported CINC and USCINCSpace. As a rule, a qualified representative from AFSPACECOM will provide advise and technical assistance directly to the air component staff and assist in

passing tasking directives for AFSPACECOM through the appropriate channels.

**33.4. Preparing the Space Operations Annex.** Following consideration of the various staff estimates, the unified commander decides the course of action to be adopted. Based on the decision, the component supporting plan, including the Space Operations Annex, is prepared. Theater commanders without a staff space operations support liaison officer should coordinate with AFSPACECOM when preparing Annex N to ensure all possible force enhancement measures are considered. Annex N is written using the same basic format as Annex C. Attachment 2, figures A2.129. through A2.135. provides the sample formats for preparing the Space Operations Annex.

33.4.1. A Space Operations Annex is required if the operation plan involves tasking for force enhancement operations using space-based systems. The annex has two basic purposes:

33.4.1.1. It provides a commander with the capabilities of space support operations.

33.4.1.2. It specifically tasks AFSPACECOM and subordinate units as an integral element of Air Force tactical forces.

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DCS/Plans and Operations

## GLOSSARY OF ABBREVIATIONS, ACRONYMS, AND TERMS

### *Section A--Abbreviations and Acronyms*

AAFIF	automated air facility information file
ABO	air base operability
ACC	Air Combat Command
AD	priority add-on
ADP	automatic data processing; automated data processing
ADPS	automatic data processing system
AFC4A	Air Force Command, Control, Communications, and Computer Agency
AFC2M2	Air Force Command and Control Modernization Methodology
AFC2S	Air Force Command and Control System
AFCESA	Air Force Civil Engineering Support Agency
AFG	Auto-Force Generator (JOPES)
AFISA	Air Force Intelligence Support Agency
AFMC	Air Force Materiel Command
AFOSI	Air Force Office of Special Investigations
AFPG	Air Force Planning Guide
AFRES	Air Force Reserve
AFRTS	Armed Forces Radio and Television Service
AFSC	Air Force specialty code
AFWMAA	Air Force Wide Mission Area Analysis
AFWMPRT	Air Force Wartime Manpower and Personnel Readiness Team
AIRCCS	Air Combat Camera Service
AIS	Automated Information System
AMC	Air Mobility Command
AMT	Aerial Mail Terminal
ANG	Air National Guard
AO	area of operations
AOR	area of responsibility
APO	Air Post Office
APOE	aerial port of embarkation
APORTS	aerial ports and an operating bases file (JOPES)
ARC	Air Reserve Component
ASSETS	transportation assets file (JOPES)
ASW	antisubmarine warfare
ATCALs	air traffic control and landing systems
AWADS	adverse weather aerial delivery system
BES	budget estimate submission
BLMPS	Base Level Military Personnel System
BPPBS	Biennial Planning, Programming, and Budgeting System
CAS	crisis action system
CB	chemical and biological
CBPO	Consolidated Base Personnel Office
C2	command and control
C3	command, control, and communications
C3I	command, control, communications, and intelligence
C4	command, control, communications, and computers

C2S	command and control systems
C2W	command and control warfare
C-E	communications-electronics
CD-ROM	Compact Disk-Read Only Memory
CE	civil engineering
CEF	civil engineering data file (JOPES)
CESP	civil engineering support plan
CESPG	civil engineering support plan generator (JOPES)
CHSTR	characteristics of transportation resources file (JOPES)
CI	counterintelligence
CIA	Central Intelligence Agency
CIN	cargo increment number
CINC	Commander in Chief
CINC IPL	Commander in Chief's Integrated Priority List
CINCAMC	Commander in Chief, Air Mobility Command
CINCLANT	Commander in Chief, Atlantic Forces
CINCNORAD	Commander in Chief, North American Aerospace Defense Command
CINCPACAF	Commander in Chief, Pacific Air Forces
CINCSTRAT	Commander in Chief, Strategic Command
CJCS	Chairman of the Joint Chiefs of Staff
CM	Configuration Manager
CMDS	Command Manpower Data System
CNASP	Chairman's Net Assessment for Strategic Planning
COA	course of action
COB	Co-located Operating Base
COMDT COGARD	Commandant, Coast Guard
COMINT	communications intelligence
COMPES	Contingency Operation/Mobility Planning and Execution System
COMSC	Commander, Military Sealift Command
COMSEC	communications security
CONPLAN	operation plan in concept format
CONUS	continental United States
CP	Change Proposal
CPA	Chairman's Program Assessment
CPG	Chairman's Program Guidance
CR	combat rescue
CSAF	Chief of Staff, US Air Force
CSS	contingency support staff
CW	chemical warfare
CY	calendar year
DA	Director of Administration
DAF	Department of the Air Force
DCA	Defense Communications Agency
DCS	deputy chief of staff
DEPID	deployment indicator code
DET	detainee
DFSC	Defense Fuel Supply Center
DPG	Defense Planning Guidance
DGZ	desired (or designated) ground zero
DIA	Defense Intelligence Agency
DLA	Defense Logistics Agency
DMA	Defense Mapping Agency
DMAAC	Defense Mapping Agency Aerospace Center
DMD	deployment manning document
DNA	Defense Nuclear Agency

DOC	designed operational capability
DoD	Department of Defense
DPI	data processing installation
DRB	Defense Resources Board
DRU	direct reporting unit
DTCSS	direct tactical communications security support
EA	electronic attack
EC	electronic combat
E&E	evasion and escape
EEI	essential elements of information
EEFI	essential elements of friendly information
ELINT	electronics intelligence
EM	equipment management
EMCON	emission control
EMP	electromagnetic pulse
EO	execute order
EOD	explosive ordnance disposal
EOR	explosive ordnance reconnaissance
EP	electronic protection
EPW	enemy prisoner of war
E&S	engineering and services
EUCOM	European Command
EW	electronic warfare
FAC	functional area code
FAD	force or activity designator
FAM	functional area manager
F&FP	force and financial program
FIC	force indicator code (JOPES)
FLIR	forward looking infrared radar
FM	force module
FOIA	Freedom Of Information Act
FOA	field operating agency
FOL	Forward Operating Location
FORSIZE	HQ USAF Support Force Sizing Exercise
FRAG	fragmentation code (JOPES)
FRG	force requirements generator (JOPES)
FRN	force requirement number (JOPES)
FUN	Functional Users Network
FY	fiscal year
GA	Global Assessment
GBU	guidance, bomb unit
GEOFILE	standard specified geographic location file (JOPES)
GEOLOC	geolocation code (JOPES)
GFOAR	Global Family of OPLANs Assessment Report
HAF	Headquarters Air Force
HF	high frequency
HNS	host nation support
HUMINT	human resources intelligence
ICD	imitative communications deception
ICOD	intelligence cutoff date
ID	identification or identifier
IDHS	intelligence data handling system
IFF	identification, friend or foe
IG	Inspector General
IM	Information Management

IMF	Information Management Flight
IMINT	imagery intelligence
INS	insert code
IPL	integrated priority list
IPSP	Intelligence Priorities for Strategic Planning
IPSS	initial pre-planned supply support
ISS	information systems security
IST	initial support team
JA	judge advocate
JCS	Joint Chiefs of Staff
JDS	Joint Deployment System
JEPES	Joint Engineering Planning and Execution System (JOPES)
JIB	joint information bureau
JIEP	Joint Intelligence Estimate for Planning
JLRSA	Joint Long-Range Strategic Appraisal
JMNA	Joint Military Net Assessment
JMRO	joint medical regulating office
JOPES	Joint Operation Planning and Execution System
JOPS	Joint Operation Planning System
JOPESREP	JOPES Reporting System
JPC	Joint Planning Community
JPEC	Joint Planning and Execution Community
JRCC	Joint Rescue Coordination Center
JRS	Joint Reporting System (JOPES)
JSAM	Joint Security Assistance Memorandum
JSCP	Joint Strategic Capabilities Plan
JSPD	Joint Strategic Planning Document
JSPDSA	JSPD Supporting Analysis
JSPS	Joint Strategic Planning System
JTF	Joint Task Force
JULLS	Joint Universal Lessons Learned System
KIA	killed in action
LAD	latest arrival date (JOPES)
LANTCOM	Atlantic Command
LCE	Logistics Capability Estimator (JOPES)
LFF	Logistic Factors File
LGX	logistic plans office (JOPES)
LIMFAC	limiting factor
LOC	lines of communications
LOGAIR	logistics airlift
LOGDET	logistics detail
LOGFAC	Logistics Feasibility Analysis Capability
LOGFOR	Logistics Force Packaging System
LOGMOD	Logistics Module
LOGMOD-B	Logistics Module - Base Level
LOGMOD-H	Logistics Module - HQ USAF
LOGMOD-M	Logistics Module - MAJCOM Level
LOGPLAN	Logistics Planning Subsystem
LOI	letter of instruction
LPF	Logistics Planning File (JOPES)
MAA	mission area analysis
MAF	manpower availability factor
MAJCOM	major command
MANFOR	manpower force packaging system
MANPER	Manpower and Personnel Module

MANPER-B	Manpower and Personnel Module - base level (COMPES)
MANPER-H	Manpower and Personnel Module - HQ USAF (COMPES)
MANPER-I	Manpower and Personnel Module - Intermediate HQ (COMPES)
MANPER-M	Manpower and Personnel Module - MAJCOM level (COMPES)
MANREQ	USAF Wartime Manpower Requirements Exercise
MCA	Mail Control Activity
MC&G	mapping, charting, and geodesy
MDS	mission, design, series
MEFPAK	Manpower and Equipment Force Packaging System
MET	management engineering team
METCON	control of meteorological information
MFE	manpower force element
MFEL	manpower force element listing
MIA	missing in action
MIJI	meaconing, intrusion, jamming, interference
MILSTAMP	military standard transportation and movement procedures
MISCAP	mission capability
MNT	manpower type code
MOB	Main Operating Base
MOI	mission oriented item
MOIA	mission oriented item activity
MOIAR	mission oriented item activity report
MOPP	Mission-Oriented Protective Posture
MPM	Medical Planning Module (JOPES)
MPS	maritime prepositioning ships
MPSA	Military Postal Service Agency
MRE	meal, ready to eat
MRG	movement requirement generator
MWR	morale, welfare, and recreation
NATO	North Atlantic Treaty Organization
NAVAID	navigation aid
NBC	nuclear, biological, and chemical
NBI	nonbattle injury
NCA	National Command Authorities
NEO	noncombatant evacuation order
NFIB	National Foreign Intelligence Board
NMR	news media representative
NMSD	National Military Strategy Document
NOA	nuclear option analysis
Non-WSTA	Non-Weapon System Table of Allowance
NPG	nonunit personnel generator
NSA	National Security Agency
NSDA	nonself-deployable aircraft
NSC	National Security Council
NSCS	National Security Council System
NSDD	National Security Decision Directive
NSN	national stock number
NSO	Non Single Integrated Operational Plan option
NSTDB	Non-SIOP target data base
OADR	Originating Agency's Determination Required
OASD(PA)	Office of the Assistant Secretary of Defense (Public Affairs)
O&M	operations and maintenance
OMB	Office of Management and Budget
OPLAN	operation plan
OPORD	operation order

OPR	office of primary responsibility
OPREP	commander's operational report
OPSEC	operations security
OPSMOD	operation planning module (COMPES)
OSD	Office of the Secretary of Defense
PA	public affairs
PAA	primary aircraft authorized
PACOM	Pacific Command
PAS	personnel accounting symbol
PB	President's Budget
PBD	Program Budget Decision
PDM	Program Decision Memorandum
PERSCO	personnel support for contingency operations
PGM	precision guided munitions
PID	plan identification number (JOPES)
PIN	personnel increment number (JOPES)
PM	program manager
POB	Personnel Order of Battle
POC	point of contact
POD	port of debarkation (JOPES)
POE	port of embarkation (JOPES)
POL	petroleum, oils, and lubricants
POM	Program Objective Memorandum
PORTS	ports characteristics file (JOPES)
PSC	Postal Service Center
PSYOP	psychological operations
PUF	Planning Units File
PW or POW	prisoner of war
PWRMS	prepositioned war reserve material stock
RCA	riot control agents
RCS	reports control symbol
RDD	required delivery date (JOPES)
RIBS	readiness in base services
RLD	ready to load date (JOPES)
ROE	rules of engagement
RMX	resource management plans office
RPFO	resupply planning factors office
RSP	readiness spares package
RRR	rapid runway repair
SACEUR	Supreme Allied Commander Europe
SAR	search and rescue
SBSS	Standard Base Supply System
SDI	Special Duty Identifier
SECDEF	Secretary of Defense
SHF SATCOM	high frequency satellite communications
SIF	selective identification feature
SIGINT	signals intelligence
SIGSEC	signals security
SIOP	single integrated operational plan
SLAR	side-looking airborne radar
SM	system monitor
SO	special operations
SOC	Special Operations Command
SOP	standing (or standard) operating procedure
SORTS	Status of Resources and Training System

SOUTHCOM	Southern Command
SPA	Strategy and Policy Assessment
SpI	special investigations
SRC	service reserved code; survival recovery center
SRF	summary reference file
SRR	Survival, Recovery, and Reconstitution
SYDP	Six Year Defense Program
TA	table of allowance
TALCC	tanker airlift control center
TALCE	tanker airlift control element
TDI	Target Data Inventory
TEREC	tactical electronic reconnaissance
TFE	Transportation Feasibility Estimator (JOPES)
TISEO	target identification set, electro-optical
TLCF	teleconference
TOC	transportation operating commands
TPFDD	Time-Phased Force and Deployment Data (JOPES)
TPFDL	Time-Phased Force and Deployment List
TRANSEC	transmission security
TRAP	tanks, racks, adapters, and pylons
TSE	tactical support element
TUDET	Type Unit Equipment Detail File (JOPES)
TUCHA	Type Unit Data File (JOPES)
TYPREP	Type Unit Data Report (JOPES)
UIC	unit identification code (JOPES)
ULC	unit level code (JOPES)
ULN	unit line number (JOPES)
U.S.C.	United States Code
USCENTCOM	US Central Command
USCINCCENT	Commander in Chief, US Central Command
USCINCEUR	US Commander in Chief, Europe
USCINCLANT	Commander in Chief, US Atlantic Command
USCINCPAC	Commander in Chief, US Pacific Command
USCINCSO	Commander in Chief, US Southern Command
USCINCSOC	Commander in Chief, US Special Operations Command
USCINCSpace	Commander in Chief, US Space Command
USEUCOM	US European Command
USIA	US Information Agency
USSOUTHCOM	US Southern Command
USTRATCOM	US Strategic Command
UTC	unit type code (JOPES)
UW	unconventional warfare
VI	Visual Information
WAA	wartime aircraft activity
WAAR	Wartime Aircraft Activity Report
WAARS	Wartime Aircraft Activity Report System
WHNS	wartime host nation support
WIA	wounded in action
WIN	WWMCCS Intercomputer Network
WIS	WWMCCS Information System
WISP	Wartime Information Security Program
WMP	War and Mobilization Plan
WRM	war reserve materiel
WWMCCS	Worldwide Military Command and Control System





## **Section B--Terms**

**Air Base Operability.** The integrated capability of an installation to defend against, survive the effects of, and recover from hostile action, thus supporting effective wartime employment of air power. Air base operability provides the sustained operational capability to wage war.

(AFM 11-1)

**Augmentation Forces.** Forces to be transferred to the operational control of a supported commander during the execution of an operation. (Joint Pub 1-02)

**Biennial Planning, Programming, and Budgeting System (BPPBS).** A biennial, integrated Department of Defense resource management system controlled by the Secretary of Defense and used to establish, maintain and revise the Six Year Defense Program and the Department of Defense portion of the President's budget. (AFM 11-1)

**Combat Forces.** Those forces whose primary missions are to participate in combat. (Joint Pub 1-02) (For the purposes of this manual, consists of flying forces such as those contained in the USAF War and Mobilization Plan, Volume 3, Part 1, which normally operate in a hostile environment and are subject to hostile fire.)

**Deliberate Planning.** The JOPES process involving the development of joint operation plans for contingencies identified in joint strategic planning documents. Conducted principally in peacetime, deliberate planning is accomplished in prescribed cycles that complement other DoD planning cycles and in accordance with formally established Joint Strategic Planning System.

**Execution Planning.** The phase of the Joint Operation Planning and Execution System crisis action planning process that provides for the translation of an approved course of action into an executable plan of action through the preparation of a complete operation plan or order. Execution planning is detailed planning for the commitment of specified forces and resources. During crisis action planning, an approved operation plan or other NCA-approved course of action is adjusted, refined, and translated into an operation order. Execution planning can proceed on the basis of prior deliberate planning, or it can take place in the absence of prior planning.

**Force List.** A total list of forces required by an operation plan, including assigned forces, augmentation forces, and other forces to be employed in support of the plan. (Joint Pub 1-02)

**Force Module.** A grouping of combat, combat support, and combat service support forces, with or without appropriate non-unit-related personnel and supplies. The

elements of force modules are linked together or uniquely identified so that they may be extracted from or adjusted as an entity in the planning and execution data bases to enhance flexibility and usefulness of the operation plan during a crisis.

**Force Requirements Generator (FRG).** The Joint Operation Planning System, Volume III, subsystem which supports the force and deployment planning steps in the plan development and execution planning phases. The FRG provides the capability for a planner to add, delete, and modify force data and produce several reports to aid analysis.

**Force Requirement Number (FRN).** The alphanumeric code used to uniquely identify force entries in a given operation plan time-phased force and deployment data. (Joint Pub 1-02)

**Force Shortfall.** A deficiency in the number or types of units available for planning within the time required for performing an assigned task.

**Initial Preplanned Supply Support (IPSS).** Standardized procedures to identify, locate, and assign priorities for shipping critical items of supply within supply classes III, V, and VII that must commence movement simultaneously with the implementation of an operation plan (OPLAN). IPSS is mandatory for the first 30-days' requirements for those OPLANs specifically designated by the Joint Chiefs of Staff.

**Joint Operation Planning and Execution System (JOPES).** A continuously evolving system that is being developed through the integration and enhancement of earlier planning and execution systems: JOPS and JDS. It provides the foundation for conventional command and control by national- and theater-level commanders and their staffs. It is designed to satisfy their information needs in the conduct of joint planning and operations. JOPES includes joint operation planning policies, procedures, and reporting structures supported by communications and ADP systems. JOPES is used to monitor, plan, and execute mobilization, deployment, employment, and sustainment activities associated with joint operations.

**Joint Operation Planning and Execution System Classes of Supply.** Classification of stock numbered items into class and subclass relationships by the nature of the commodity and its intended use. An example would be class III for petroleum, oils, and lubricants, and subclass A indicating aviation use.

**Joint Operation Planning and Execution Reporting System (JOPESREP).** An automated data processing

structured information reporting system which uses standard formats to record and send operation plan unique deployment planning information among commands and agencies. JOPESREP includes force requirement and routing data, force movement characteristics data, nonunit-related cargo and personnel characteristics and routing, and movement data. Although the primary purpose of JOPESREP is to support operation planning, its use in support of special studies is not precluded.

**Joint Support Plan (JSP).** A plan for the reception and beddown of forces which is collectively developed by the host nation, the theater in-place sponsor, and the affected augmentation unit. The plan outlines all facets of operations at a collocated operating base to include personnel, facilities, and equipment. (AFM 11-1)

**Limiting Factor.** A factor or condition that, either temporarily or permanently, impedes mission accomplishment. Illustrative examples are transportation network deficiencies, lack of in-place facilities, malpositioned forces or materiel, extreme climatic conditions, distance, transit or overflight rights, political conditions, etc.

**Logistics Factors File (LFF).** A JOPES data file which contains standard logistics resupply and replacement personnel planning factors to be used in developing joint operation plans.

**Mobility Echelon.** A subordinate element of a unit that is scheduled for deployment separately from the parent unit.

**Movement Schedule.** A schedule developed to monitor or track a separate entity whether it is a force requirement, cargo or personnel increment, or lift asset. The schedule reflects the assignment of specific lift resources (such as an aircraft or ship) that will be used to move the personnel and cargo included in a specific movement increment. Arrival and departure times at ports of embarkation, etc., are detailed to show a flow and workload at each location. Movement schedules are detailed enough to support plan implementation. (Joint Pub 1-02)

**Movement Table.** As applied in this document, a table prepared by the transportation component commands (TCCs) for each force requirement and each non-unit-related personnel or cargo increment of the time-phased force and deployment data file concerning the scheduled movement from the origin or port of embarkation, intermediate location, and port of debarkation, or destination. It is based on the estimated or planned

availability of lift resources and hence is not an execution document. (See note.)

**Nonunit-Related Cargo.** All equipment and supplies requiring transportation to an area of operations, other than those identified as the equipment or accompanying supplies of a specific unit (such as resupply, military support for allies, and support for nonmilitary programs, such as civil relief). (Joint Pub 1-02)

**Nonunit-Related Personnel.** All personnel requiring transportation to or from an area of operations, other than those assigned to a specific unit (e.g., filler personnel, replacements, temporary duty/temporary additional duty (TDY/TAD) personnel, civilians, medical evacuees, and retrograde personnel. (Joint Pub 1-02)

**Nonunit-Related Resupply Data.** Created by applying resupply planning factors stated in pounds or gallons per person or unit type code (UTC) per day to the in-theater force by numbers of personnel or UTC respectively reflected in the time-phased force and deployment data file.

**Notional Tasking.** A procedure to facilitate planning among all the Services, commands, and agencies whereby operation plan forces are expressed as standard type units as described in the type unit data file disseminated by the Joint Staff; no specific units are identified. (AFM 11-1)

**Operation Order.** As applied in this document, an order prepared by the supported commander to implement the National Command Authorities decision for the execution of an operation.

**Operation Plan.** Any plan, except for the Single Integrated Operational Plan (SIOP), for the conduct of military operations. Plans are prepared by Combatant Commanders in response to requirements established by the Chairman of the Joint Chiefs of Staff and by commanders of subordinate commands in response to requirements tasked by the establishing unified commander. Operation plans (OPLANs) are prepared either in the complete format of an OPLAN or as a concept plan (CONPLAN).

- **OPLAN.** An operation plan for the conduct of joint operations that can be used as a basis for development of an operation order. An OPLAN identifies the forces and supplies required to execute the combatant commander's Strategic Concept and a movement schedule of these resources to the theater of operations. The forces and supplies are identified in time-phased force and deployment data (TPFDD) files. OPLANs

will include all phases of the tasked operation. The plan is prepared with the appropriate annexes, appendixes, and TPFDD files as described in the JOPES manuals containing planning policies, procedures, and formats.

- **CONPLAN.** An operation plan in an abbreviated format that would require considerable expansion or alteration to convert it into an OPLAN or OPORD. A CONPLAN contains the combatant commander's Strategic Concept and those annexes and appendixes deemed necessary by the combatant commander's to complete planning. Generally, detailed support requirements are not calculated and TPFDD files are not prepared.

**Resupply Planning.** The process used to estimate materiel movement requirements which will occur during wartime operations. The results of the process are used to quantify surface and airlift transportation requirements and to evaluate the transportation feasibility of operation plans.

**Resupply Planning Factors.** Consumption rates (multipliers) for specified classes and subclasses of supply that are used to express wartime resupply requirements. Rates are expressed as pounds per person per day, gallons per person per day, pounds per unit type code (UTC) per day, or gallons per UTC per day. Wartime resupply planning factors do not include pre-positioned war reserve materiel (WRM) or mobility equipment deploying with a unit.

**Subordinate Commander.** A commander under the combatant command or operational control of either a supported or supporting commander, normally a Service component commander or the commander of a subordinate unified command or subordinate joint task force.

**Supported Commander.** The commander having primary responsibility for all aspects of a task assigned in the Joint Strategic Capabilities Plan or other joint operation planning authority. In the context of joint operation planning, this term refers to the commander who prepares operation plans or orders in response to requirements of the Chairman of the Joint Chiefs of Staff.

**Support Forces.** Nonflying forces such as those contained in the USAF War and Mobilization Plan, Volume 3, Part 2, which normally operate in a combat area and must maintain a deployment capability. (Not to be confused with "Supporting Forces" elsewhere defined.)

**Supporting Commander.** A commander who provides augmentation forces or other support to a supported commander or who develops a supporting plan. Includes the designated combatant commands and Defense agencies, as appropriate.

**Supporting Forces.** Forces stationed in, or to be deployed to, an area of operations to provide support for the execution of an operation order. Combatant Command (command authority) of supporting forces is not passed to the supported commander. (Joint Pub 1-02)

**Times.** (C-, D-, M-days end at 2400 hours Universal Time (Zulu time) and are assumed to be 24 hours long for planning.) The Chairman of the Joint Chiefs of Staff normally coordinates the proposed date with the commanders of the appropriate unified and specified commands, as well as any recommended changes to C-day. L-hour will be established per plan, crisis, or theater of operations and will apply to both air and surface movements. Normally, L-hour will be established to allow C-day to be a 24-hour day.

**C-day.** The unnamed day on which a deployment operation commences or is to commence. The deployment may be movement of troops, cargo, weapon systems, or a combination of these elements utilizing any or all types of transport. The letter "C" will be the only one used to denote the above. The highest command or headquarters responsible for coordinating the planning will specify the exact meaning of C-day within the aforementioned definition. The command or headquarters directly responsible for the execution of the operation, if other than the one coordinating the planning, will do so in light of the meaning specified by the highest command or headquarters coordinating the planning.

- **D-Day.** The unnamed day on which a particular operation commences or is to commence.
- **F-Hour.** The effective time of announcement by the Secretary of Defense to the Military Departments of a decision to mobilize Reserve units.
- **H-Hour.** The specific hour on D-day at which a particular operation commences.
- **L-Hour.** The specific hour on C-day at which a deployment operation commences or is to commence.
- **M-Day.** The term used to designate the unnamed day on which full mobilization commences or is due to commence.
- **N-Day.** The unnamed day an active duty unit is notified for deployment or redeployment.
- **R-Day.** Redeployment day. The day on which redeployment of major combat, combat service,

and combat service support forces begins in an operation.

- **S-Day.** The day the President authorizes Selected Reserve Callup (not more than 200,000).
- **T-Day.** The effective day coincident with Presidential declaration of National Emergency and authorization of partial mobilization (not more than 1,000,000 personnel exclusive of the 200,000 callup).
- **W-Day.** Declared by the National Command Authorities, W-day is associated with an adversary decision to prepare for war (unambiguous strategic warning).

**Time-Phased Force and Deployment Data (TPFDD).** The JOPES data base portion of an operation plan; it contains time-phased force data, non-unit-related cargo and personnel data, and movement data for the operation plan, including:

- Inplace units.
- Units to be deployed to support the operation plan with a priority indicating the desired sequence for their arrival at the port of debarkation.
- Routing of forces to be deployed.
- Movement data associated with deploying forces.
- Estimates of non-unit-related cargo and personnel movements to be conducted concurrently with the deployment of forces.
- Estimate of transportation requirements that must be fulfilled by common-user lift resources as well as those requirements that can be fulfilled by assigned or attached transportation resources.

**Time-Phased Force and Deployment Data (TPFDD) Refinement.** For both global and regional operation plan development, the process consists of several discrete phases of time-phased force and deployment data (TPFDD) that may be conducted sequentially or concurrently, in whole or in part. These phases are Concept, Plan Development, and Review. The Plan Development Phase consists of several subphases: Forces, Logistics, and Transportation, with shortfall identification associated with each phase. The Plan Development phases are collectively referred to as TPFDD refinement. The normal TPFDD refinement process consists of sequentially refining forces, logistics (non-unit-related personnel and sustainment), and transportation data to develop a TPFDD file that supports a feasible and adequate overlapping of several refinement phases. The decision is made by the supported commander, unless otherwise directed by the Chairman of the Joint Chiefs of Staff. For global planning, refinement conferences are conducted by the Joint Staff in conjunction with US Transportation Command. TPFDD refinement is conducted in coordination with

supported and supporting commanders, Services, the Joint Staff, and other supporting agencies. Commander in Chief, US Transportation Command, will normally host refinement conferences at the request of the Joint Staff or the supported commander. Also called **TPFDD refinement**.

**Time-Phased Force and Deployment List (TPFDL).** Appendix 1 to Annex A of the operation plan. It identifies types and/or actual units required to support the operation plan and indicates origin and ports of debarkation or ocean area. It may also be generated as a computer listing from the time-phased force and deployment data. (Joint Pub 1-02)

**Type Unit.** A type of organizational entity established within the Armed Forces and uniquely identified by a five-character, alphanumeric code called a unit type code. (Joint Pub 1-02)

**Type Unit Data File (TUCHA).** A file that provides standard planning data and movement characteristics for personnel, cargo, and accompanying supplies associated with type units. (Joint Pub 1-02)

**Unit Designation List.** A list of actual units by unit identification code designated to fulfill requirements of a force list.

**Unit Identification Code.** A six-character, alphanumeric code that uniquely identifies each Active, Reserve, and National Guard unit of the Armed Forces. (Joint Pub 1-02)

**Unit Type Code (UTC).** A five-character, alphanumeric code that uniquely identifies each type unit of the Armed Forces. (Joint Pub 1-02)

**Worldwide Military Command and Control System (WWMCCS).** The system that provides the means for operational direction and technical administrative support involved in the command and control function of US military forces. WWMCCS ensures effective connectivity among the National Command Authorities, the Joint Chiefs of Staff, and other components of the National Military Command System down to the Service component commanders.

**Worldwide Military Command and Control System (WWMCCS) Intercomputer Network (WIN).** Provides the planning community with the capability to share the workload among computer centers, to rapidly query programs and data files at remote locations, to update and transfer files remotely, to send messages and already-formatted data, and to teleconference.

**NOTE:** The official definitions for this term are contained in Joint Pub 1-02 and AFM 11-1. This definition is for the purpose of this manual only.

## FORMAT AND CONTENT OF OPLANS

**A2.1. Model of OPLAN Format and Content.** JOPES, Volume II, specifies the format for unified and specified command plans tasked by the JSCP. The format in this attachment was derived from the JOPES format and contains the Air Force unique planning information needed in addition to the basic joint planning format. Air Force supporting command plans will adhere to the basic format used by the unified command it supports, since JOPES may change out of cycle with this publication. This attachment illustrates each element of an OPLAN (annex, appendix, tab, and exhibit) and the letter of transmittal and other administrative details used to prepare and transmit the OPLANs (see figures A2.1 through A2.175). A supplement may be used to augment an operation plan or order of a higher headquarters, but not to modify, change, or nullify any policy, procedure, or instruction in the basic document.

**CLASSIFICATION**  
(overall plan)

UNITED STATES AIR FORCES IN EUROPE

1 April 1993

CINCUSAFE OPLAN 4123-93 ( )

Warning Notice  
(if required)

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Control No. \_\_\_\_\_  
(if required)

**CLASSIFICATION**  
(overall plan)

**Figure A2.1. Format for OPLAN Cover.**



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**Figure A2.1. Continued.**

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APO AE 09094-5001  
1 April 1993

XPXX

CINCUSAFE OPLAN 4123-93 (U)

See Distribution (Annex Z)

1. ( ) Attached is CINCUSAFE OPLAN 4123-93. This plan is the USAFE supporting plan for USCINCEUR OPLAN 4123-93. Requests for change in distribution should be sent to USAFE/XPXX.
2. ( ) This plan is effective for planning upon receipt (or scheduled effective date) and for implementation when directed by the Commander in Chief, United States Air Forces in Europe.
3. ( ) Elements of this plan were coordinated with HQ USAF, ACC, and AMC.
4. ( ) Supporting plans listed in paragraph 3 of the Plan Summary must be prepared and forwarded to this headquarters for review and approval within 60 days after receipt of this plan. Annual review of this plan will be conducted in (list month). Units preparing supporting plans must forward review comments to this headquarters prior to (list date, month, and year).
5. ( ) All changes must include the date and classification (if classified) of the basic plan.
6. ( ) When separated from the attachment, this letter is downgraded to (list classification).

FOR THE COMMANDER IN CHIEF

s/  
t/

Major General, USAF  
Position

1 Atch  
CINCUSAFE OPLAN 4123-93 (U)

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**Figure A2.2. Format for Letter of Transmittal.**

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**Figure A2.2. Continued.**

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1 April 1993

CINCUSAFE OPLAN 4123-93 (U)  
SECURITY INSTRUCTIONS (U)

1. ( ) The long title of this plan is CINCUSAFE OPLAN 4123-93, Defense of Western Europe in General War ( ). The short title is CINCUSAFE OPLAN 4123-93 (U).
2. ( ) This document is classified (list overall classification) to protect information contained in United States operation plans. The information contained in this plan may be disseminated only to those agencies and personnel whose official duties specifically require knowledge of the plan, including those required to develop supporting plans.
3. ( ) This document contains information affecting the national defense of the United States within the meaning of the Espionage Laws, Title 18, U.S.C., Sections 793 and 794. The transmission or revelation of information contained herein, in any manner, to an unauthorized person is prohibited by law.
4. ( ) Classified annexes will be identified with the proper classification authority and declassification or review instructions as required by DoD 5200.1-R/AFPD 31-4 and as shown on this page.
7. ( ) Reproduction of this document in whole or in part is prohibited except as required to prepare supporting plans.

**RECORD OF CHANGES\***

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CHANGE NUMBER	COPY NUMBER	DATE ENTERED	POSTED BY
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\* NOTE: May be a separate page, if desired

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**Figure A2.3. Format for Security Instructions and Record of Changes.**

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**Figure A2.3. Continued.**

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CINCUSAFE OPLAN 4123-93 (U)  
PLAN SUMMARY (U)

1. ( ) PURPOSE. Briefly tell what purpose is to be achieved by executing the plan. Refer to the task assignment in the JSCP which is fulfilled by the plan. If this is a supporting plan, tell which plan it supports, including, when applicable, plans prepared by commanders of allied forces.
2. ( ) CONDITIONS FOR IMPLEMENTATION
  - a. ( ) Politico-Military Situation. In this paragraph, summarize the politico-military situation in which the plan should be considered for execution.
  - b. ( ) Statement. Include a statement substantially as follows. (This summary gives the military decision-makers a brief recapitulation of the major aspects of this plan. It is based on planning factors and estimates available at the time of preparation and is subject to modification in the context of a specific contingency. The information in it should be reviewed and, if necessary, updated before its use in adopting a course of action in a given situation.)
  - c. ( ) Legal Considerations. Summarize any legal considerations that may impact plan implementation.
  - d. ( ) Environmental Considerations. Summarize any environmental considerations that may impact plan implementation.
3. ( ) OPERATIONS TO BE CONDUCTED
  - a. ( ) Force Requirements. Summarize the major combat force requirements in terms of assigned or supporting forces and augmentations required from other sources.
  - b. ( ) Deterrent Measures. Delineate the types of preconflict actions desired. In Annex X, Appendix 1, list in order of priority specific units and resources by latest arrival date relative to C-day.
  - c. ( ) Deployment. Summarize the intertheater and intratheater movements of forces.

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**Figure A2.4. Format for Plan Summary.**

**CLASSIFICATION**

the area of operations. When applicable, include any anticipatory deployments and deception activities to be carried out prior to full implementation of the plan.

- d. ( ) Employment. Indicate the general nature of combat operations to be conducted, including deception, psychological operations (PSYOP), and nuclear operations when applicable.
- e. ( ) Supporting Plans. List the requirements for supporting plans to be prepared by subordinate and supporting commands or agencies.
- f. ( ) Collateral Plans. List OPLANs that could be implemented before, during, or after the subject plan.
- 4. ( ) KEY ASSUMPTIONS. List the key assumptions that are absolutely essential to the logic of the plan.
- 5. ( ) OPERATIONAL CONSTRAINTS. List major factors that may impede accomplishing the mission.
- 6. ( ) TIME TO COMMENCE EFFECTIVE OPERATIONS. In a table, show the time-phased, incremental buildup of combat forces in the objective area. Show clearly which combat forces must be available in the area of operations before effective operations can commence. Also, show the elapsed time following an order to implement the plan, when each significant level of combat force that the plan requires could begin effective operations in the objective area. Base the listing on the lowest level of force (defined as the smallest force increment which could initiate effective operations). List successively higher force levels, up to the maximum level called for in the basic plan. List any assumptions applied in preparing this table which are not specified in the plan. Consider forces to be deployed or employed to be at normal conditions of readiness when determining time to commence effective operations. For example, assume no advance preparations except deception and other measures permitted by JSCP. Consider these additional factors and others which pertain to the specific plan:
  - a. ( ) Time required to carry out PSYOP and deception measures as specified in the relevant PSYOP and deception plan.
  - b. ( ) Time for preparing and transmitting necessary orders.
  - c. ( ) Reaction time, including all necessary preparations for movement, and if necessary, staging.

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**Figure A2.4. Continued.**

**CLASSIFICATION**

- d. ( ) Availability and capabilities of transportation resources and facilities.
  - e. ( ) Time en route to the area of operations, using lift made available in Annex J to JSCP, where appropriate, and considering possible restrictions on the use of deployment routes.
  - f. ( ) Possible enemy action against forces in transit.
  - g. ( ) Reception and throughput capabilities of overseas terminals, where appropriate.
  - h. ( ) Time for marrying up forces and equipment deployed by separate movement modes, including marrying up with pre-positioned equipment, when appropriate.
  - i. ( ) Availability and capability of transport systems within the area of operations, where required.
  - j. ( ) Time required in the area of operations for final preparation of forces, including movement to the objective area prior to the employment.
- 7. ( ) COMMAND RELATIONSHIPS. Summarize the command arrangements to be employed in executing the plan.
  - 8. ( ) LOGISTICS APPRAISAL. Provide an estimate of logistic feasibility.
  - 9. ( ) PERSONNEL APPRAISAL. Provide an estimate of personnel feasibility.
  - 10. ( ) CONSOLIDATED LISTING AND IMPACT ASSESSMENT OF SHORT-FALLS AND LIMITING FACTORS. Provide a consolidated listing and impact assessment of force, movement, support shortfalls, and limiting factors that impact significantly on the conduct of operations. Specify the tasks that cannot be accomplished because of the shortfalls and the efforts to resolve it in the respective annex to the plan. Address additional forces, including combat support and combat service support, recommended by the supported commander to reduce risk but not allocated by the services, in the Plan Summary. Do not list these forces in Appendix 2 to Annex A of the plan.

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**CLASSIFICATION****Figure A2.4. Continued.**



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**Figure A2.4. Continued.**

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CINCUSAFE OPLAN 4123-93 (U)  
CLASSIFICATION GUIDANCE (U)

- 1. ( ) Provide users with subjects requiring protection, specifying the level of protection to be afforded those subjects and establishing the time period during which the protection must be continued.
- 2. ( ) Use the format in this illustrative model or another suitable format:

SUBJECT REQUIRING PROTECTION	PROTECTION REQUIRED DURING			
	PLAN PHASE	PREP PHASE	EXEC PHASE	POST PHASE
Operation Code Word	(TS)	(S)	(C)	(C)
Concept of Operations	(TS)	(S)	(C)	(C)
Classification Guide	(C)	(C)	(U)	(U)
Date Operation Begins	(TS)	(TS)	(U)	(U)
Participating Units	(TS)	(C)	(U)	(U)
Force Deployment Data	(S)	(S)	(S)	(U)
Employment of Chemical Weapons	(TS)	(TS)	(C)	(U)
Employment of Nuclear Weapons	(TS)	(TS)	(U)	(U)
Combat Rescue Support	(C)	(C)	(C)	(U)
Target Area Weather Information	(S)	(S)	(S)	(U)
Residual Capabilities After Operations	N/A	N/A	N/A	N/A

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Figure A2.5. Format for Classification Guidance.

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**CLASSIFICATION**

**Figure A2.5. Continued.**

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CINCUSAFE OPLAN 4123-93 (U)  
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**NOTE:** State in "pages" column if an entry is not used or is to be published separately. Do not use the letters I or as annex designators.

**NOTE:** After Annex A, pages marked "(INTENTIONALLY BLANK)" have been omitted to reduce the size of this manual.

## CLASSIFICATION

**Figure A2.6. Continued.**

**CLASSIFICATION**

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**CLASSIFICATION**

**Figure A2.6. Continued.**

**CLASSIFICATION**

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 APO AE 09094-5001  
 1 April 1993

CINCUSAFE OPLAN 4123-93 (U)

DEFENSE OF WESTERN EUROPE IN GENERAL WAR (U)

- ( ) REFERENCES:
- a. List any maps, charts, or documents needed to understand the basic plan, i.e., AFR xxx, date of document, ( ), Title of document ( ).
  - b. Avoid listing documents not generally available to task organizations or that are common knowledge to normal operations. (However, HHQ plans should be listed).

- ( ) TASK ORGANIZATION: See Annex A for tasked forces.

1. ( ) SITUATION

- a. ( ) General. Describe the general politico-military environment that would establish the probable preconditions for executing the plan.
- b. ( ) Preconflict Actions. Delineate the nature of preconflict actions desired and indicate the priority of preconditions for executing the plan.
- c. ( ) Enemy. Identify the forces that are expected to oppose executing the plan and appraise their general capabilities (see Annex B for details). Give the information essential to understand the magnitude of the hostile threat.
- d. ( ) Friendly
  - (1) ( ) Describe the operations of external forces, other than those tasked to support this operation, which could have a direct and significant influence on the operations encompassed by this plan.
  - (2) ( ) List the specific tasks of friendly forces, commands, or governmental agencies which will directly support this plan.
- e. ( ) Assumptions. List the assumptions on which the plan is based.

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 DECLASSIFY ON:

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**CLASSIFICATION**

**Figure A2.7. Format for Basic OPLAN.**

**CLASSIFICATION**

- (1) ( ) List either the conditions most likely to exist, or other conditions over which the commanders have no control, that are likely to have a significant impact on this plan or supporting plans.
- (2) ( ) List only assumptions which are directly relevant to the development of this plan and supporting plans, and which express conditions that (should they not occur as expected) would invalidate the entire OPLAN or its concept of operations.
- (3) ( ) Specify the degree of mobilization assumed, such as, full, partial, or none, and the assumed timing of each level of mobilization.
- (4) ( ) Include any additional assumptions about specific aspects of the operation in respective annexes.
- f. ( ) Legal Considerations. List those legal considerations on which the plan is based.
- 2. ( ) MISSION. State concisely the task and purpose to be carried out by executing this plan. Use the mission of the commander originating the plan; or the task assigned by the JCS; or the mission deduced from the Commander's Estimate based on a task assigned by the JCS.
- 3. ( ) EXECUTION
  - a. ( ) Concept of Operations. Preferably, include the entire concept of operations in the basic plan. (Optionally, because some OPLANs necessarily cover alternative courses of action for carrying out the mission, and others require considerable detail to convey adequate guidance for the development of supporting plans, the entire concept may be placed in Annex C.)
    - (1) ( ) General. Indicate that the concept of operations is derived from the Commander's Estimate of the situation. State in the concept how the commander intends to carry out the mission. Outline this information in the concept:
      - (a) ( ) Tell which forces are involved, the schedule of operations, the general nature and purpose of operations to be conducted, and the interrelated or cross-service support, coordination, and cooperation necessary to execute the operations successfully. Refer to Annex N, Space, for specific support requirements.
      - (b) ( ) Include an estimate of the level and duration of conflict to provide supporting subordinate commanders a basis for preparing adequate supporting plans.

**CLASSIFICATION****Figure A2.7. Continued.**

**CLASSIFICATION**

- (c) ( ) Show how security against enemy actions is to be maintained by referring to Appendix 11 to Annex C, Air Base Operability, and Annex L, Force Protection.
- (d) ( ) Briefly outline requirements for achieving force superiority and surprise by referring to Annex L, Operations Security, and Appendix 7 to Annex C, Military Deception, for initiatives during the planning and preparatory phases, movement to objective areas, and after operations are completed.
- (e) ( ) Refer to Annex A for detailed force requirements.
- (2) ( ) Deployment. Summarize the requirements to deploy forces from their normal peacetime locations to the area of operations. Include:
- (a) ( ) Deployments carried out within the command area, as well as deployments of augmentation forces, and especially anticipatory deployments that may be required to implement and support the plan when directed.
- (b) ( ) Deployment of rapid reaction forces as a partial implementation of the plan.
- (c) ( ) Any deception measures needed to provide security, by misleading the enemy and achieving surprise.
- (3) ( ) Employment. Describe how the deployed forces are to be tactically employed. Clearly outline plans for using nuclear and chemical munitions or agents, if any. Refer to respective appendices of Annex C for: plans for conducting US Air Force Special Operations; tactical electronic warfare operations; deception operations; and nuclear, biological, and chemical (NBC) defense operations.
- b. ( ) Tasks. List each task assigned to each element of the command in separate subparagraphs. List each task as a concise statement of a mission to be performed, either in further planning for the operation or in executing the Operations Order. Ensure that task assignments include all of the actions the subordinate elements must perform in order to fulfill the concept of operations.
- c. ( ) Coordinating Instructions. In the final subparagraph, list the instructions applying to two or more elements of the command that are necessary to coordinate the operation but do not belong in any specific annex. Explain any terms that relate to the timing of execution.

**CLASSIFICATION**

**Figure A2.7. Continued.**

**CLASSIFICATION**

other operational terms that appear in the plan and are not defined elsewhere. Coordination arrangements for deception actions must be tasked separately.

4. ( ) ADMINISTRATION AND LOGISTICS

a. ( ) Concept of Logistics Support. Provide broad guidance on how logistics support will be furnished. Provide a general understanding of logistics support requirements and supply and sustainment plans. Use additional subparagraphs, as required, to describe the annexes for each major aspect of support (Logistics; Civil Affairs; Meteorological and Oceanographic Services; Mapping, Charting and Geodesy; Wartime Host Nation Support; Medical Services; Engineering; Services; Force Protection).

b. ( ) Concept of Administrative Support. Provide broad guidance on how administrative support and information management will be conducted. Use additional subparagraphs, as required, to describe the annexes for each major aspect of administration and information management (Intelligence, Personnel, Public Affairs, Safety, Chaplain, Information Management, Reports, etc.)

5. ( ) COMMAND AND SIGNAL

a. ( ) Command Relationships. Refer to Annex J.

b. ( ) Command Posts. List the designations and locations of each major headquarters involved in execution. When head-quarters are to be deployed or the OPLAN provides for the relocation of headquarters to an alternate command post, indicate the location and time of opening and closing of each head-quarters. Refer to Annex Y for details on combat reporting requirements.

c. ( ) Succession to Command. Designate in order of succession the headquarters responsible for assuming command of the operation in specific circumstances.

d. ( ) Command, Control and Communications Systems. Provide a general statement on the scope of C3 systems and procedures required to support the operation. Highlight any C3 systems or procedures requiring special emphasis. Refer to Annex K for details.

t/  
General, USAF  
Commander in Chief  
USAFE

**CLASSIFICATION**

**Figure A2.7. Continued.**



**CLASSIFICATION**

Annexes: (List only those actually used)

A	Task Organization
B	Intelligence
C	Operations
D	Logistics
E	Personnel
F	Public Affairs
G	Civil Affairs
H	Meteorological and Oceanographic Services
J	Command Relationships
K	Command, Control, and Communications Systems
L	Operations Security
M	Mapping, Charting, and Geodesy
N	Space Operations
O	Safety
P	Wartime Host Nation Support
Q	Medical Services
R	Chaplain Activities
S	To Be Provided Under Separate Cover
T	Force Protection
U	Information Management
W	Civil Engineering
X	Execution Checklist
Y	Reports
Z	Distribution

OFFICIAL:

s/

t/

Major General, USAF

Position

**CLASSIFICATION**

**Figure A2.7. Continued.**

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**CLASSIFICATION**

**Figure A2.7. Continued.**

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ANNEX A TO CINCUSAFE OPLAN 4123-93 (U)  
TASK ORGANIZATION (U)

ORGANIZATIONCOMMANDER

Seventeenth Air Force	COM 17AF
Third Air Force	COM 3AF
Sixteenth Air Force	COM 16AF
Air Mobility Command (Support)	CINCAMC
Air Force Materiel Command (Support)	AFMC
Air Combat Command (Support)	COMACC

**NOTE:** ( ) As a minimum, list all major elements directly subordinate to the headquarters originating the plan. List (and designate as "support") each organization that directly supports the operation, even though it is not under the operational command of the component commander. In addition, list each organization to be established specifically to implement the plan, such as provisional units. The level of detail set forth should be only what is necessary to convey a clear understanding of the significant forces to be committed to the operations.

t/  
 General, USAF  
 Commander in Chief  
 USAFE

## Appendices:

- 1--Time-Phased Force and Deployment List
- 2--Shortfall Identification
- 3--Force Module Identification
- 4--Deterrent Options

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**CLASSIFICATION**

**Figure A2.8. Format for Task Organization Annex.**

**CLASSIFICATION**

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s/  
t/  
Major General  
Position

A-2

**CLASSIFICATION**

**A2.8. Continued.**

## CLASSIFICATION

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APPENDIX 1 TO ANNEX A TO CINCUSAFE OPLAN 4123-93 (U)  
TIME-PHASED FORCE AND DEPLOYMENT LIST (U)

ULN <sup>(1)</sup>		UNIT TYPE		PORT OF DEBARKATION OR OCEAN AREA <sup>(9)</sup>												
<u>FRN</u>	<u>FRAG</u>	<u>INS</u>	<u>CODE</u>	<u>SERV</u>	<u>DESCRIPTION</u>	<u>PERS</u>	<u>ULC</u>	<u>SOURCE</u>	<u>ORIGIN</u>	<u>MODE</u>	<u>LOCATION NAME</u>	<u>CNTRY</u>		<u>LAD</u>	<u>PRI</u>	<u>AD</u>
(1a)	(1b)	(1c)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9a)	(9b)	(9c)		(9d)	(9e)	(9f)

## NOTES:

(1) ULN--The unit line number uniquely identifies a force requirement. It is made up of:

- (a) FRN--The force requirement number alphanumeric code that uniquely identifies a force requirement in a plan.
- (b) FRAG--The fragmentation code is an alpha designator for a subordinate unit, fragmentation, or increment of the requested force.
- (c) INS--The insert codes is an alphanumeric designator for inserting subordinate units, fragmentation, or increments used to retain original fragmentations of forces when a planned movement requires additional subdivision.

(2) UNIT TYPE CODE--The UTC is an alphanumeric code from the TUCHA file for the type unit described. If not listed in TUCHA, this may be a nonstandard code.

(3) SERV--The parent service code of the force requirement.

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A-1-1

## CLASSIFICATION

**Figure A2.9. Format for Time-Phased Force and Deployment List Appendix.**

**CLASSIFICATION**

(4) DESCRIPTION--The short type name of the force requirement.

(5) PERS--The authorized personnel strength associated with the UTC.

(6) ULC--The unit level code associated with the UTC.

(7) SOURCE--The agency designated to provide the force requirement.

(8) ORIGIN--For planning purposes, this is the station at which the unit is located (in-place) or will most likely become available for deployment.

(9) PORT OF DEBARKATION OR OCEAN AREA--Consists of:

(a) MODE--The code for the preferred mode of transportation to the POD or ocean area.

(b) LOCATION NAME--The name of the geographic location of the POD or ocean area, or the term "IN-PLACE" for in-place units.

(c) CNTRY--The country or state name associated with the location name.

(d) LAD--The latest arrival date by which the force must complete unloading at the POD or ocean area.

(e) PRI--The desired sequence of arrival (priority) on the LAD at the POD. It should be left blank if the unit is in place. The entry is optional if the unit is going to an ocean area or is on call to the POD.

(f) AD--Priority add-on is the alphabetic code used to insert a force requirement into the priority arrival sequence without resequencing already assigned priorities. This entry is left blank if the unit is in place. The entry is optional if the unit is on call to the POD.

**NOTE:** A printed TPFDDL is not required to be included with the plan when the TPFDD file is made available to subordinate units through ADP or distributed printouts.

A-1-2

**CLASSIFICATION**

**Figure A2.9. Continued.**

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APPENDIX 2 TO ANNEX A TO CINCUSAFE OPLAN 4123-93 (U)  
SHORTFALL IDENTIFICATION (U)

In TPFDD format, list shortfalls required to support JSCP-allocated forces. See Chapter 4 for detailed guidance on TPFDD shortfalls.

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**CLASSIFICATION**

**Figure A2.10. Format for Shortfall Identification Appendix.**

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A-2-2

CLASSIFICATION

**Figure A2.10. Continued.**



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APPENDIX 3 TO ANNEX A TO CINCUSAFE OPLAN 4123-93 (U)  
FORCE MODULE IDENTIFICATION (U)

FORCE MODULE IDDESCRIPTION

ABC	INDEPENDENT 24PAA F15 TAC FTR SQN
ABD	AIR DEFENSE SQNS
ABE	AIR REFUELING SQNS
ABF	DETERRENT FORCE OPTION ONE

**NOTE:** Use this appendix to list the major force modules in the plan TPFDD. Use the same single-line title from the JOPES TPFDD

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A-3-1

**CLASSIFICATION**

**Figure A2.11. Format for Force Module Identification Appendix.**

**CLASSIFICATION**

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A-3-2

**CLASSIFICATION**

**Figure A2.11. Continued.**

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APPENDIX 4 TO ANNEX A TO CINCUSAFE OPLAN 4123-93 (U)  
DETERRENT OPTIONS (U)

See Supplement to JOPES, Volume II for format and content of this Appendix.

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A-4-1

**CLASSIFICATION**

**Figure A2.12. Format Deterrent Options Appendix.**

**CLASSIFICATION**

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A-4-2

**CLASSIFICATION**

**Figure A2.12. Continued.**

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ANNEX B TO CINCUSAFE OPLAN 4123-93 (U)  
 INTELLIGENCE (U)

(U) REFERENCES: List documents providing intelligence required for planning, including related annexes to this plan (such as Annex H, Meteorological and Oceanographic Services). Avoid listing standard documents used in peacetime.

1. ( ) MISSION AND CONCEPT OF INTELLIGENCE OPERATIONS

a. ( ) Mission. State concisely the intelligence mission as it relates to the planned operation. Refer to the command mission statement in the basic plan. When Annex B is distributed separately, also include the command mission statement from the basic plan.

b. ( ) Concept of Intelligence Operations. Outline the purpose of intelligence operations. Summarize the resources and agencies to be employed in directing, collecting, processing, producing, and disseminating the necessary intelligence during normal and crisis periods prior to, as well as during execution of the OPORD.

2. ( ) SITUATION

a. ( ) Characteristics of the Area. Provide a summary of the physical, economic, political, medical, social, and psychological aspects and conditions of the area of operations as they may influence the concept of the plan. Don't repeat information included in the general situation discussed in the basic plan. Include a sufficient analysis of the area of operation to permit development of supporting plans. Include complete information or preferably reference documents and reports which contain required intelligence information.

b. ( ) Weather and Terrain. Describe the environmental factors such as weather and terrain in the projected deployment location that could impact planning and execution of the OPLAN and air operations in general. For example, a detailed description of seasonal rainy seasons significantly affecting air operations at a deployment location would be appropriate. Additionally, include a discussion of the deployment area's infrastructure. If detailed and lengthy, place the summarized climatic information in an appendix to this annex.

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B-1

**CLASSIFICATION**

**Figure A2.13. Format for Intelligence Annex.**

**CLASSIFICATION**

Include seasonal environmental factors such as:

- (1) ( ) Seasonal occurrence of adverse wind and seas (such as monsoons).
- (2) ( ) Seasonal occurrence of precipitation and other airborne contaminants (for example, dust, smog, and haze).
- (3) ( ) Seasonal occurrence of abnormal tides and currents that could impact on beach operations.
- (4) ( ) Seasonal temperature, humidity, and density altitude variations that could affect operations.
- (5) ( ) Other seasonal environmental factors that could limit operational capability.

c. ( ) Estimate of Enemy Capabilities. Based on the detailed characteristics described in a and b above, provide the enemy order of battle, an evaluation of applicable strategic and tactical doctrine, and estimates of the enemy capabilities and possible course of action which could affect friendly operations. Consider the enemy's capability to discern friendly OPSEC vulnerabilities.

**NOTE:** This paragraph may include complete information, may contain a summary of the enemy situation and refer to a complete enemy situation appendix to the Intelligence Annex, or may refer to documents which contain the required intelligence.

3. ( ) INTELLIGENCE ACTIVITIES. Detail intelligence activities and task and specify the intelligence resources to be used in collecting, processing, producing, and disseminating intelligence required to support the operation plan. Specifically identify the supporting intelligence plans. Include:

a. ( ) Direction. Provide guidance for determining intelligence requirements, preparing a collection plan, issuing orders and requests for information to production agencies, or collection managers, and checking the availability of required information.

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**CLASSIFICATION**

**Figure A2.13. Continued.**

**CLASSIFICATION**

(1) ( ) EEI. In order of priority, list those EEIs needed to accomplish the mission. If known, identify agencies or elements having primary and secondary production responsibilities. If publication of the annex is deferred, list the EEI and other intelligence requirements in the coordinating instructions of the basic plan. If EEI and other intelligence requirements are lengthy and detailed, place them in Appendix 1 to this annex.

(2) ( ) New Requirements. Provide specific guidance to ensure new intelligence requirements are considered.

b. ( ) Collecting. Provide guidance for systematically collecting information and material to support identified requirements. Use the intelligence collection requirement procedures contained in DIA manuals or other directives where applicable. Provide guidance for establishing collection activities not otherwise covered by regulation or standard operating procedures (SOP) to include reconnaissance, sensors, signals intelligence (SIGINT), imagery intelligence (IMINT), human intelligence (HUMINT), measurement and signature intelligence (MASINT), and other specialized forms of collection activity to support the plan. Refer to any collection plan written to satisfy the requirements of the OPLAN.

(1) ( ) Signals Intelligence. Refer to Appendix 2, Signals Intelligence, or if an Appendix 2 is not used, provide information and instructions that pertain to assigning and coordinating SIGINT resources.

(2) ( ) Human Intelligence. Refer to Appendix 5, Human Resources Intelligence, or, if an Appendix 5 is not used, provide information pertaining to the assignment and coordination of operations using human resources.

(3) ( ) Imagery Intelligence. Refer to Appendix 7, Imagery Intelligence. Provide guidance for establishing and conducting photo, radar, and infrared intelligence activities.

(4) ( ) Measurement and Signature Intelligence. Provide guidance on obtaining intelligence by quantitative and qualitative analyses of data. Measurement and signature Intelligence (MASINT) employs technical instruments like radar, electro-optical sensors, nuclear radiation detectors, and seismic or acoustic sensors for the purpose of variety of technical collection, processing, and exploitation disciplines in those areas not traditionally associated with IMINT and SIGINT.

(5) ( ) Other Collection Activities. Provide guidance for collection by other specialized means that may be required to support plan requirements, for example, visual requirements.

B-3

**CLASSIFICATION**

**Figure A2.13. Continued.**

**CLASSIFICATION**

c. ( ) Reporting. Provide guidance for reporting collected intelligence information by all collection sources supporting the plan. Reference regulations, directives, and SOPs that specify reporting procedures. Include communications requirements. Ensure that guidance in this paragraph draws the distinction between intelligence reporting described here and intelligence dissemination described in f below.

d. ( ) Processing. Provide guidance needed to convert intelligence information into usable form. Include provisions for translating language and documents; processing and interpreting imagery, signals, and technical sensors; and processing activities.

e. ( ) Production. Identify the production effort. Include any intelligence products required to support the operation plan and these provisions:

(1) ( ) Targeting

(a) ( ) Procedures. Provide guidance for analyzing, developing, and nominating targets, and for accomplishing nuclear and conventional weaponeering. Provide information that describes how Point Positioning Data Bases are used to develop positioning data for targets, offset aiming points, etc. Provide information on promulgating target intelligence, target materials, and target lists; and issuing target materials. Include all the intelligence targeting data in this subparagraph or refer to materials available in other documents.

**NOTE:** When the target selection criteria reflected in Annex C of the OPLAN include categories of fixed targets, list the objectives, data bases and information sources used to develop the target list of selected fixed targets.

(b) ( ) Concept. Provide a summary of the guidelines used to develop targets which are responsive to target selection criteria contained in Annex C. Include geographic areas, categories, and constraints. Alternatively, refer to Appendix 4.

(2) ( ) Other. Establish procedures for assigned elements or nonorganic agencies to produce other forms of intelligence required to support the operation. If production capabilities of other agencies are to be exploited, complete tasking statements and formal agreement for assuming these responsibilities. In appendices, include details for production requirements, schedules, distribution, etc. At a minimum, consider these categories:

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**CLASSIFICATION**

**Figure A2.13. Continued.**



**CLASSIFICATION**

- (a) ( ) Indications and Warning Intelligence.
- (b) ( ) Current or Operational Intelligence.
- (c) ( ) Estimative Intelligence.
- (d) ( ) Basic Intelligence.
- (e) ( ) Scientific and Technical Intelligence.

f. ( ) Dissemination. Provide necessary guidance for conveying intelligence in a suitable form to supported agencies and military units. Stipulate the requirements for submitting intelligence reports. Establish procedures to satisfy expanded requirements for vertically and laterally disseminating intelligence reports during military operations under all conditions of warfare. Plan alternate means to ensure that required intelligence is provided to combat units and headquarters during crises and combat operations. Include any of these other subjects:

- (1) ( ) Intelligence Reporting to Units, Higher headquarters, and Lateral Elements (periods covered, etc.)
- (2) ( ) Intelligence Reports Required from Units. (Include periods covered, distribution, and time of distribution.)
- (3) ( ) Formats for Intelligence Reports. (see appendices if required.)
- (4) ( ) Distribution of Intelligence Studies.

g. ( ) Counterintelligence. See Appendix 3 to this annex for counterintelligence information. If an Appendix 3 is not used, provide guidance on counterintelligence operations in this subparagraph.

#### 4. (U) ASSIGNMENT OF INTELLIGENCE TASKS

a. ( ) Orders to Subordinate and Attached Units. Use separate subparagraphs to list detailed instructions for each unit performing intelligence functions, including the originating headquarters, component commands, and separate intelligence support units.

b. ( ) Request to Higher, Adjacent, and Cooperating Units. Provide separate subparagraphs pertaining to each unit not organic or attached from which intelligence support is requested.

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**CLASSIFICATION**

**Figure A2.13. Continued.**

**CLASSIFICATION**

c. ( ) Coordinating Instructions. Provide any instructions required to coordinate the efforts of collecting, processing, introducing, and disseminating activities. Include intelligence liaison, when indicated, with adjacent commanders, foreign government agencies, and host countries.

5. ( ) COMMAND AND CONTROL (C2). Summarize those C2 systems and procedures to be used to carry out the intelligence function or reference the appropriate paragraphs of Annex K. Discussion should address interface and connectivity requirements between intelligence and C3 systems. Specifically, describe intelligence systems required for executing the OPLAN.

6. ( ) MISCELLANEOUS INSTRUCTIONS. Use separate subparagraphs to include items not included above, for example, deception, censorship, disclosure of intelligence, public relations, use of specialized intelligence personnel, and composition of the IN staff.

t/  
General, USAF  
Commander in Chief  
USAFE

Appendices:

- 1 Essential Elements of Information
- 2 Signals Intelligence
- 3 Counterintelligence
- 4 Targeting
- 5 Human Resources Intelligence
- 6 Intelligence Support to C2W
- 7 Imagery Intelligence
- 8 Intelligence Support for OPSEC, PSYOP, and Military Deception
- 9 Measurement and Signature Intelligence

**NOTE:** Additional appendices may be developed as necessary to describe any special purpose intelligence including climatology information.

OFFICIAL:

s/  
t/  
Major General, USAF  
Position

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**CLASSIFICATION**

**Figure A2.13. Continued.**

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APPENDIX 1 TO ANNEX B TO CINCUSAFE OPLAN 4123-93 (U)  
ESSENTIAL ELEMENTS OF INFORMATION (U)

1. ( ) GENERAL

a. ( ) Identify requirements, including those of subordinate commanders, for essential intelligence information for pre-execution and execution phases of the planned operation.

b. ( ) Orient collection, production, and dissemination efforts toward answering the questions listed in the EEI. Direct all agencies participating in the collection effort to report information pertinent to these questions.

2. ( ) BEFORE IMPLEMENTATION OF THE PLAN. List those questions to which answers are needed for further planning and as a basis for decision on plan implementation.

3. ( ) UPON IMPLEMENTATION OF THE PLAN. List the additional EEI and other intelligence requirements that become relevant upon decision to implement the operation plan. Use additional paragraphs if necessary to reflect differing requirements during planned phases of the operation.

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**CLASSIFICATION**

**Figure A2.14. Format for Essential Elements of Information Appendix.**

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APPENDIX 2 TO ANNEX B TO CINCUSAFE OPLAN 4123-93(U)  
SIGNALS INTELLIGENCE (U)

See Supplement to JOPES, Volume II, for format and content of this Appendix.

Tabs:

- A Communications Intelligence (COMINT) Collection Requirements (See Supplement to JOPES, Volume II)
- B Operational Electronic Intelligence (OPELINT) Collection Requirements (See Supplement to JOPES, Volume II)

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**CLASSIFICATION**

**Figure A2.15. Format for Signals Intelligence Appendix.**

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APPENDIX 3 TO ANNEX B TO CINCUSAFE OPLAN 4123-93(U)  
COUNTERINTELLIGENCE (U)

See Supplement to JOPES, Volume II, for format and content of this Appendix.

Tabs:

- A-C Not Used
- D Tasked AFOSI Unit Designations

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**CLASSIFICATION**

**Figure A2.16. Format for Counterintelligence Appendix.**

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TAB D TO APPENDIX 3 TO ANNEX B (U)  
TASKED AFOSI UNIT DESIGNATION (U)

AFOSI Theater Commander (COMAFOSIFOR)

HQ Location

Subordinate Direct Reporting Elements, Locations

AFOSI Region Commands (District)

HQ Location

Subordinate Detachments (OLs, Locations)

AFOSI Sub-Region Commands

HQ Location

Subordinate Detachments/OLs, Locations

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**CLASSIFICATION**

**Figure A2.17. Format for Tasked AFOSI Unit Designation Tab.**

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APPENDIX 4 TO ANNEX B TO CINCUSAFE OPLAN 4123-93(U)  
 TARGETING

(U) REFERENCES: See JOPES, Volume II, Annex B, Appendix 4, Target List, for detailed guidance. List pertinent references.

1. ( ) PURPOSE. Briefly state the purpose of the appendix. (For example, this appendix provides a list of selected fixed targets that could require attack by nuclear or conventional weapons to support this operation.)
2. ( ) TARGETING CONCEPT OF OPERATIONS. Provide summary of the specific procedures used to develop the campaign targeting list(s) and support the master attack plan/ATO development. Identify the target list approving authority. Provide details on which automated data bases, if any, are used to develop target list. Identify mandatory data base protocols required for transferring information. Describe tentative timelines used in the targeting cycle, from receipt of commanders guidance to ATO promulgation, through the Battle Damage Assessment (BDA). (Note: Ensure procedures identified here are coordinated with those outlined in Annex C and are not in conflict).
3. ( ) INITIAL TARGETING OBJECTIVES. Identify the known national, political, military, and air objectives used to guide target selection. List any rules of engagement (ROE) or other limitations preventing selection of any particular target category or targets in any geographical area. Describe factors which may alter target selection. Include criteria for identifying potential nuclear targets. Provide listing of data base, studies, and other sources of targeting information to use in target development.
4. ( ) BATTLE DAMAGE ASSESSMENT (BDA) EEIs. List BDA EEIs based on guidance in paragraph 3. Include as separate tab, as appropriate.
5. ( ) DISSEMINATION OF TARGETING GUIDANCE AND TARGETS LISTS. Provide point of contact for disseminating target lists and guidance, including full message address, secure fax, and secure phone. Describe procedures for releasing targeting data outside of the planning staff. Identify procedures used to control accuracy and validity of the targets list. Provide timelines for the release of target lists in reference to OPLAN/CONPLAN implementation.

Tabs:

- A Objectives
- B ROEs/Limitations
- C BDA EEIs

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**CLASSIFICATION**

**Figure A2.18. Format for Targeting Appendix.**

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TAB A TO APPENDIX 4 TO ANNEX B TO CINCUSAFE OPLAN 4123-93 (U)  
TARGET LIST (U)

ICOD of Installation Data Source (fill in intelligence cut-off date)

INSTALLATION	TDI	BE	INSTALLATION	CNTY	
NAME	CATEGORY	NUMBER	GEOGRAPHIC	CODE	REMARKS
			COORDINATES		

NOTE: See JOPES II for definitions.

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CLASSIFICATION

Figure A2.19. Format for Nuclear Target List Tab.



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TAB B TO APPENDIX 4 TO ANNEX B TO CINCUSAFE OPLAN 4123-93 (U)  
TARGET LIST (U)

ICOD of Installation Data Source (fill in intelligence cut-off date)

INSTALLATION NAME	TDI CATEGORY	BE NUMBER	INSTALLATION GEOGRAPHIC COORDINATES	CNTY CODE	REMARKS
----------------------	-----------------	--------------	---	--------------	---------

NOTE: See JOPES II for definitions.

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CLASSIFICATION

Figure                      A2.20.                      Format                      for                      Conventional                      Target                      List                      Tab.

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APPENDIX 5 TO ANNEX B TO CINCUSAFE OPLAN 4123-93 (U)  
 HUMAN RESOURCES INTELLIGENCE (U)

- (U) REFERENCES: List applicable DIA, service, and command regulations, directives, collateral or supporting plans, studies, manuals, and estimates (i.e., JOPES, Volume II). Avoid listing standard peacetime documents.
1. ( ) GENERAL
    - a. ( ) Provide the general objectives and guidance necessary for accomplishing the mission.
    - b. ( ) Provide a statement of command responsibilities and chain of command for reporting channels.
  2. ( ) HUMINT ORGANIZATIONS
    - a. ( ) Identify the human resources intelligence (HUMINT) organizations and approximate strengths of units required.
    - b. ( ) Provide specific requirements for languages and technical skills.
  3. ( ) COLLECTION ACTIVITIES, FUNCTIONS, AND PLANS
    - a. ( ) For each activity or HUMINT discrete function applicable to the operation, identify the staff, elements, or unit responsible; the type of collection plans; and the approving authority required for the various HUMINT collection programs. Include considerations for these and other programs, if applicable:
      - (1) ( ) Developing and controlling HUMINT operations.
      - (2) ( ) Acquiring and exploiting personnel. (Source groups include prisoners of war, internees, ralliers, displaced persons, defectors, returned military combat crew members, evadees, and repatriates.)

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**CLASSIFICATION**

**Figure A2.21. Format for Human Resources Intelligence Appendix.**

**CLASSIFICATION**

(3) ( ) Acquiring and exploiting documents. (Sources include documents taken from personnel in HUMINT activities or captured in military operations.)

(4) ( ) Acquiring and exploiting captured materiel.

(5) ( ) Liaison and operations with foreign intelligence agencies.

(6) ( ) Liaison and HUMINT operations with other US and departmental intelligence activities.

b. ( ) Describe functions and methods of collection under each program. (Refer to JOPES, Volume II, Annex B, HUMINT Annex, for additional guidance and instruction.)

4. ( ) COLLECTION REQUIREMENTS

a. ( ) Refer to Appendix 1 (EEI) of this annex for further information.

b. ( ) Identify targets and other collection requirements to be fulfilled by HUMINT operations.

5. ( ) COORDINATION

a. ( ) Identify coordination requirements peculiar to HUMINT operations. Refer to activities listed in paragraph 3, if applicable.

b. ( ) Identify coordination requirements for support from other units or agencies.

(1) ( ) Describe support requirements from other US Government agencies.

(2) ( ) Describe requirements for counterintelligence coordination:

(a) ( ) To obtain technical and security support.

(b) ( ) To provide mutual support to satisfy collection requirements (see paragraph 3).

(3) ( ) Describe communications support required for conducting HUMINT operations.

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**CLASSIFICATION**

**Figure A2.21. Continued.**

**CLASSIFICATION**

(4) ( ) Describe procedures to coordinate HUMINT operations with unconventional warfare (UW), PSYOP, evasion and escape (E&E), and deception.

6. ( ) MISCELLANEOUS. Include other items not mentioned above, such as special funding accounting, reporting, and operational restrictions. Identify any special reports required and channels for submission.

B-5-3

**CLASSIFICATION****Figure A2.21. Continued.**

**CLASSIFICATION**

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1 April 1993

APPENDIX 6 TO ANNEX B TO CINCUSAFE OPLAN 4123-93 (U)  
INTELLIGENCE SUPPORT TO C2W (U)

( ) REFERENCES: List references pertinent to the OPLAN.

1. ( ) GENERAL

a. ( ) Purpose. This appendix will focus on the who, what, where, when, why, and how of employing intelligence assets in support of EW and C3CM as detailed in Annex C. JOPES, Volume II, Annex B, Appendix 2, and Annex C, Appendix 3, should be referenced for details on SIGINT support to EW and C3CM.

b. ( ) Relationships. Specify command or theater-unique relationships between intelligence, EW or C3CM, and user organizations. Explain specific functions, responsibilities, and data flow.

2. ( ) MISSION, THREAT, AND REQUIREMENTS

a. ( ) Mission. Define the mission in terms of support to EW and C3CM.

b. ( ) Threat Estimates. Include and refer to estimates of enemy electromagnetic capabilities in Annex B. Evaluate types of threats to friendly weapon platforms and systems, critical C3 for weapons control, target acquisition, and surveillance systems.

c. ( ) Operational Requirements. Address specific user requirements that drive intelligence support to EW and C3CM. In addition, include general narrative statements of functional user requirements (e.g., flagging of foreign radar operating parameters in support of reprogramming).

d. ( ) EEL. List EEI required to support EW and C3CM or refer to the basic plan, the EEI section of Annex B, or Appendix 1 to Annex B. Specify procedures to ensure timely fulfillment of EW EEI, including real-time dissemination in the tactical situation.

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**CLASSIFICATION**

**Figure A2.22. Format for Intelligence Support to EW and C3CM Appendix.**

**CLASSIFICATION**

3.    () COLLECTION. See Annex B.
  - a.    () Collection Management. Address how the collection managers will support planners, analysts, and targeteers in their support of EW and C3CM. Include definition and prioritization of requirements after coordination with the operations staff.
  - b.    () Supporting Systems. Address how collection assets support the acquisition of data used to support EW and C3CM and specify whether IMINT will be required including how it will be obtained and other required operational data.
  - c.    () Capabilities Analysis. Address required versus current capabilities and capacities for collection in support of this OPLAN and identify shortfalls. Consider not only technical capabilities, but also actual capacities of current collectors in relation to projected volume of information requirements.
4.    () PROCESSING, PRODUCTION, APPLICATION, AND DISSEMINATION
  - a.    () Communication with Collection Management. Explain how data receivers, correlators, and analysts will communicate with collection management people.
  - b.    () Correlation or Fusion. Address where intelligence support EW and C3CM fits in with existing correlation programs, how the data are provided to the operator, and coordination for frequency deconfliction.
  - c.    () Foreign Capability or Activity Assessment. Address specific reporting, C3CM tactics and techniques studies, order of battle, and other products on the enemy that would provide intelligence to EW and C3CM. Include identification and vulnerability assessments of enemy-critical electromagnetic links, nodes, sensors, and weapon systems. Identify shortfalls in intelligence support.
  - d.    () Targeting. Explain the relationship between the target analyst and analysts performing foreign capability or activity assessment, data base management, and operations. Include targeting support to EW and C3CM in Annex B and Appendix 4 to Annex B.
  - e.    () Data Base Management. Define applicable data bases and address command participation in data bases supporting EW and C3CM. Evaluate adequacy, accuracy, and timeliness of the data to support the OPLAN.
  - f.    () Reprogramming. Specify the details of supporting reprogramming.

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**CLASSIFICATION****Figure A2.22. Continued.**

**CLASSIFICATION**

- g. ( ) C3 Network Analysis. Specify who will perform C3 network analysis.
- h. ( ) Capabilities Analysis. Address required versus existing capabilities and capacities in production, processing, and application of intelligence to support EW and C3CM in this OPLAN.
- 5. ( ) SUSTAINING FUNCTIONS
  - a. ( ) Automated Data Processing. Address both hardware and software needed to provide intelligence support to EW and C3CM.
  - b. ( ) Communications. Address communication systems unique to intelligence support to EW and C3CM. If not applicable, reference Annexes B and K and any other key documents that describe intelligence system communications.
  - c. ( ) Capabilities Analysis. Address required versus existing capabilities to provide intelligence ADP and communications support to EW and C3CM.

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**CLASSIFICATION****Figure A2.22. Continued.**

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APPENDIX 7 TO ANNEX B TO CINCUSAFE OPLAN 4123-93 (U)  
IMAGERY INTELLIGENCE (U)

- ( ) REFERENCES: List applicable regulations, directives, collateral or supporting plans, studies, manuals, and estimates. Avoid listing normal peacetime operations documents.
1. ( ) GENERAL
- a. ( ) Purpose. Provide general objectives and guidance necessary for accomplishing the mission.
- b. ( ) Responsibilities. Provide statement of command responsibilities, applicability and scope, and chain of command for reporting. Identify IMINT roles in an all-source fusion and production environment.
2. ( ) IMAGERY INTELLIGENCE ORGANIZATIONS. Identify the IMINT organizations and approximate strengths of units required.
3. ( ) COLLECTION ACTIVITIES, FUNCTIONS, AND PLANS. For each activity or IMINT discrete function applicable to the operation, identify the staff, element, or unit responsible and the type of collection plans and approving authority required.
4. ( ) CONCEPT OF OPERATIONS FOR IMAGERY COLLECTION, PROCESSING, AND PRODUCTION
- a. ( ) Refer to Appendix 1 to Annex B, Appendices 1 and 9 to Annex C, and others, if applicable.
- b. ( ) Identify targets and other collection requirements to be fulfilled by IMINT operations.
- c. ( ) Identify both theater and national collection assets and supporting systems and how and when employed.

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**CLASSIFICATION**

**Figure A2.23. Format for Imagery Intelligence Appendix.**



**CLASSIFICATION**

- d. ( ) Identify foreign interfaces and capabilities, as appropriate.
  - e. ( ) Identify tasking procedures for standing and ad hoc IMINT requirements. Establish procedures, as required, for development, maintenance, and implementation of contingency collection problem sets.
  - f. ( ) Identify unique logistics requirements or processes.
  - g. ( ) Describe processing, exploitation, production, and dissemination operations, as well as backup procedures.
5. ( ) REPORTING
- a. ( ) Identify reporting and dissemination needs with respect to product types, timeliness for IMINT applications, capacities, and transmission media.
  - b. ( ) Establish reporting dissemination procedures.
  - c. ( ) Develop a plan for IMINT management information feedback to determine whether IMINT requirements are adequately articulated and fulfilled for intelligence support in the planning and conduct of operations.
  - d. ( ) Develop a process for the rapid implementation of corrections and improvements to the IMINT system of processes and products during the preparation and conduct of joint operations.
6. ( ) COORDINATION
- a. ( ) Identify coordination requirements unique to IMINT operations such as requirements identification and tasking. Refer to activities listed in paragraph 3 above, if applicable.
  - b. ( ) Identify coordination requirements for support:
    - (1) ( ) From and to other US Government agencies.
    - (2) ( ) For technical, communications, logistical or security support.
    - (3) ( ) For mutual support to satisfy collection requirements (see paragraph 3 above).
  - c. ( ) Identify and/or cross-reference other imagery collection portions of the OPLAN.

B-7-2

**CLASSIFICATION****Figure A2.23. Continued.**

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APPENDIX 8 TO ANNEX B TO CINCUSAFE OPLAN 4123-93 (U)  
INTELLIGENCE SUPPORT FOR OPSEC, PSYOP, AND MILITARY DECEPTION (U)

( ) REFERENCES: List appropriate references.

1. GENERAL

a. ( ) Purpose. This appendix will focus on the detailed intelligence needed to plan and supervise the coordinated implementation of OPSEC, PSYOP, and military deception in the broad context of perception management strategies.

b. ( ) Relationships. Specify relationships between the intelligence staff and OPSEC, PSYOP, and military deception planners to ensure effective coordination to help provide intelligence support for operations, and prevent misinterpretation of intelligence information due to planned operations.

2. ( ) MISSION. Ensure effective coordination between the intelligence staff and OPSEC, PSYOP, and military deception planners to accomplish OPLAN objectives through perception management strategies.

3. ( ) THREAT ESTIMATES. Provide estimates about the following:

a. ( ) The underlying causes of the politico-military conflict that might cause execution of the OPLAN. Identify primary antagonist and their goals, and which initiated the threat or use of force to achieve political goals; the leaders of antagonistic factions and their psychological characteristics; the staffs, advisors, and intelligence systems that support the leaders; influential staff officers; staff factions and the doctrines or positions they espouse; and interest groups who can influence staff planning and the actions that leaders can select and execute.

b. ( ) Describe the apparent politico-military strategies being followed by US adversaries, and the alternate military courses of action each might select (e.g., to intervene in a crisis). Estimate current knowledge about the situation generally held by adversaries, and what they will probably know if conditions causing plan execution arise.

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**CLASSIFICATION**

**Figure A2.24. Format for Intelligence Support of OPSEC, PSYOP, and Military Deception Appendix.**

**CLASSIFICATION**

- c. ( ) Describe the attitudes and behaviors of the leadership and influential groups in friendly, neutral, and adversary countries toward supporting US goals in the politico-military conflict, and the use by the US of security assistance or logistics support for foreign forces, conduct by the US of foreign internal defense operational to support allies, execution of contingency operations missions by US forces, and US conduct of armed conflict. Identify those who are likely to oppose the US or support for US forces, and the factors that motivate them.
- d. ( ) Describe the organizational structure of adversaries from the national (or most senior in the case of rebels) to the operational (or regional) levels. State the authorities of command echelon to direct actions.
- e. ( ) Describe alternative military intentions each adversary might select and , from their perspectives, the pros and cons of each intention. Outline capabilities available or that might be committed for each intention, and competing requirements for those capabilities.
- f. ( ) Describe the politico-military and military doctrines and practices of adversaries that are likely to affect their planning and decision making, and rules of engagement that constrain their military actions.
- g. ( ) Outline the detailed organization and capabilities of adversary intelligence systems pertinent to the assigned mission and how they function; particular abilities to acquire, process, and make judgments about data; time required to obtain, report, process, evaluate data, and provide judgments to planners and decision makers; and the key sources and methods upon which those who make reasoned judgments, staff planners, advisors and leaders rely.
- h. ( ) Describe the command centers and communications systems that support opposing command at each pertinent level, the purpose of each communication systems an the capabilities they provide command to direct, control and supervise the execution of actions, and time required to issue orders and ensure execution.
- i. ( ) Describe adversary doctrine, capabilities, practices, and anticipated or current activities to: maintain essential secrecy and influence US, allied and friendly, neutral, and adversary attitudes, behaviors, and official actions. Indicate the effectiveness of current adversary efforts pertinent to accomplishing the command mission.

B-8-2

**CLASSIFICATION****Figure A2.24. Continued.**

**CLASSIFICATION**

## 4. ( ) CURRENT INTELLIGENCE AND COORDINATION

a. ( ) Structure. Establish points of contact for the secure exchange of intelligence and operational data.

(1) ( ) Indicate procedures and provide guidance for OPSEC, PSYOP, and military deception planners to inform intelligence about their implementing schedules and actions.

(2) ( ) Describe procedures and clearance requirements to provide OPSEC, PSYOP, and military deception planners with detailed all-source intelligence information to support operational planning and implementation.

b. ( ) Feedback. Establish guidance and procedures to provide immediate feedback and evaluations.

(1) Intelligence information as obtained about: adversary reactions to deception actions, and acceptance of and reaction to controlled information; target audience acceptance and reaction to PSYOP messages; and target intelligence systems acquisition of OPSEC indicators.

(2) ( ) All-source multidiscipline counterintelligence information as obtained about: adversary essential elements of friendly information; current information gathering and reporting threats and activities (e.g., surveillance, reconnaissance, and patrol activities); and emphasis on particular sources, methods, and geographic areas.

(3) ( ) Intelligence about current adversary appreciations that would answer EEFI listed in Annex L and other OPLAN annexes, and about current adversary preparations for operations and operational activities.

(4) ( ) Intelligence about the attitudes and behaviors of target audiences listed in the PSYOP appendix to the Operations Annex.

(5) ( ) Intelligence from deserters, prisoners of war, defectors, refugees, and diplomats about adversary morale, activities, and attitudes, to exploitable by PSYWAR.

c. ( ) Support for Intelligence. Establish procedures for OPSEC and military deception planners to assist intelligence systems personnel to penetrate adversary OPSEC measures and military deceptions, e.g., OPSEC measures to protect sources or deny adversaries critical information about reconnaissance and surveillance, military deceptions to elicit adversary revelation of data, or modeling of possible adversary deceptions from a deception planners point of view.

B-8-3

**CLASSIFICATION****Figure A2.24. Continued.**

**CLASSIFICATION**

B-8-4

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**Figure A2.24. Continued.**

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APPENDIX 9 TO ANNEX B TO CINCUSAFE OPLAN 4123-93 (U)  
MEASUREMENT AND SIGNATURE INTELLIGENCE (U)

( ) REFERENCES: List appropriate references.

(CURRENTLY UNDER DEVELOPMENT)

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**CLASSIFICATION**

**Figure A2.25. Format for Measurement and Signature Intelligence Appendix.**

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ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)  
OPERATIONS (U)

( ) REFERENCES: List other plans, SOPs, and doctrinal guidance to be followed while conducting combat or combat support operations.

1. ( ) SITUATION

a. ( ) Enemy. The nature of the enemy defines the enemy's center of gravity, how the enemy will fight, and thus the threat the enemy poses to the achievement of friendly objectives. Refer to Annex B.

b. ( ) Friendly. Briefly describe allied and other service forces available to the Air Component Commander for tasking, their capabilities and projected availability for employment. Refer to Annex A for tasked forces and the projected availability of those forces for employment.

c. ( ) Assumptions. List assumptions not addressed in the basic plan that have a significant impact on the conduct of operations.

d. ( ) Resource Availability. Refer to Annex D.

e. ( ) Planning Factors. List specific planning factors that must be considered for the execution of the plan.

f. ( ) Alliance Plans. List pertinent alliance plans. For example, lead off with a statement such as, Operations envisaged in this plan will be conducted according to:

- (1) ( ) USCINCEUR's Alert Systems;
- (2) ( ) USCINCEUR's General Defense Plan; and
- (3) ( ) USCINCEUR's Nuclear Operations Plan.

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## CLASSIFICATION

**Figure A2.26. Format for Operations Annex.**

**CLASSIFICATION**

- g. ( ) Area of Operations. Define the area of operations. (For example, The area of operations for this plan includes the land, sea, and airspace of US European Command (USEUCOM) as defined in (list document and reference). No combat operations will be conducted in (list areas) without prior approval of this headquarters. Reconnaissance and surveillance operations are authorized in the additional areas of (list areas).)
2. ( ) MISSION. State the mission of operations in relation to the mission statement in the basic plan.
3. ( ) EXECUTION
- a. ( ) Concept of Operations. Normally, include the concept of operations in the basic plan; however, when lengthy and detailed, it may be placed in this paragraph. If included here, use a format and content similar to the concept of operations in the basic plan.
- b. ( ) Tasks. Provide guidance required for conducting specific combat operations.
- (1) ( ) Readiness, Alert, and Marshaling
- (a) ( ) Readiness. Establish criteria to govern the readiness of forces employed in the plan.
- (b) ( ) Alert. Estimate the conditions of warning likely to precede an order to execute the plan. Identify the system to be used for alerting the force.
- (c) ( ) Marshaling or Dispersal. Provide guidance about requirements for changes in normal deployments of forces.
- (2) ( ) Aerospace Control-Counter Aerospace Operations
- (a) ( ) Offensive Counter Aerospace. Briefly describe the counter aerospace campaign, its weight of effort and anticipated duration to achieve the appropriate degree of aerospace control for the circumstances dictated by the overall objective.
- (b) ( ) Defensive Counter Aerospace. Briefly describe how the defensive counter aerospace forces will be employed to defeat the enemy's anticipated offensive plan. Cover the employment concept from warning and C3 systems to robust basing and the careful integration of surface-based defensive capabilities. Refer to Annex N, Space Operations.
- (3) ( ) Force Application Operations

C-2

**CLASSIFICATION****Figure A2.26. Continued.**



**CLASSIFICATION**

(a) ( ) Strategic Offensive. Persistent, coordinated attacks against an enemy's war production, support, transportation, and communications assets, as well as the enemy command element itself (strategic centers of gravity), should affect both the enemy's capability to wage war and the enemy leadership's will to wage war. Describe how the strategic offensive is orchestrated to achieve the objectives of this plan. If appropriate, refer to Appendix 1, Nuclear Operations, and Appendix 2, Chemical Warfare.

(b) ( ) Interdiction. Interdiction and surface operations must be planned and executed to complement and reinforce each other in a way that contributes most effectively to the campaign's objective. Describe how surface maneuver will be integrated with interdiction to reduce the enemy's ability to wage war at the front, or to channel their maneuver adversely.

(c) ( ) Close Air Support. Describe the plan for synchronization of close air support with the surface battle to achieve decisive shock effect and create opportunities for surface forces to retain the initiative for offensive action. Cover the essentials of rigorous control and coordination to prevent friendly casualties.

(4) ( ) Force Enhancement Operations

(a) ( ) Airlift. Describe the concept of airlift operations, both strategic and tactical, for the deployment, reinforcement, and sustainment of forces. Refer to Appendix 14, Tactical Airlift Operations.

(b) ( ) Air Refueling. Describe the concept of air refueling operations for exploiting air power flexibility to concentrate force anywhere against any facet of the enemy.

(c) ( ) Electronic Warfare. Describe the concept of electronic combat operations and refer to Appendix 3.

(d) ( ) Special Operations. See Appendix 5.

(e) ( ) SAR Operations. Refer to Appendix 6.

(f) ( ) Rules of Engagement. See Appendix 8.

(g) ( ) Reconnaissance. Refer to Appendix 9.

(h) ( ) Spacelift. Describe the requirement for rapid-response spacelift to emplace, repair, or replace critical space assets and refer to Annex N, Space Operations.

C-3

**CLASSIFICATION**

**Figure A2.26. Continued.**

**CLASSIFICATION**

(i) ( ) Command, Control, and Communications Countermeasures (C3CM). Establish procedures necessary to integrate supporting disciplines to ensure maximum effectiveness of C3CM operations against enemy command and control, weapons control, and surveillance systems. Concurrently, determine and apply measures necessary to maintain the effectiveness of US C3CM systems.

(1) ( ) PSYOP. Refer to Appendix 4.

(2) ( ) Military Deception. See Appendix 7.

(3) ( ) Counter-C3. Refer to Appendix 10.

(4) ( ) Direct Tactical Communications Security Support. Refer to Appendix 16.

(5) ( ) Force Support Operations

(a) ( ) Air Base Operability. Describe the availability of bases and the concept of ABO operations to defend these bases and resume operations quickly after an enemy attack. Refer to Appendix 11.

(b) ( ) Visual Information Documentation and Combat Camera. Refer to Appendix 12.

(c) ( ) Noncombatant Evacuation Operations. Refer to Appendix 13.

(d) ( ) History Documentation. See Appendix 15.

4. ( ) ADMINISTRATION AND LOGISTICS

a. ( ) Logistics. Refer to Annex D.

b. ( ) Administration. Refer to Annex U.

5. ( ) COMMAND AND SIGNAL

a. ( ) Command Relationships. Refer to Annex J.

b. ( ) C3 Systems. Refer to Annex K.

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**CLASSIFICATION**

**Figure A2.26. Continued.**

**CLASSIFICATION**

6. ( ) OPERATIONAL CONSTRAINTS. List any constraints for conducting combat operations which are not enumerated elsewhere, such as the impact of deployment or employment of forces and materiel on airfield ramp space (including possible host nation support (HNS)). Estimate the impact of these operational constraints and indicate how the concept of operations and tasks to subordinate commanders would be modified if these constraints were removed. State the effect of incremental removal of constraints.

t/  
General, USAF  
Commander in Chief  
USAFE

## Appendices:

- 1--Nuclear Operations
- 2--Chemical Warfare and NBC Defense Operations
- 3--Electronic Warfare Operations
- 4--Psychological Operations
- 5--Special Operations
- 6--Search and Rescue Operations
- 7--Military Deception
- 8--Rules of Engagement
- 9--Reconnaissance
- 10--Counter-C3
- 11--Air Base Operability
- 12--Visual Information and Combat Camera Documentation
- 13--Noncombatant Evacuation Operations
- 14--Escape and Evasion Operations
- 15--Tactical Airlift Operations
- 16--History Documentation
- 17--Direct Tactical Communications Security Support

OFFICIAL:

s/  
t/  
Major General, USAF  
Position

C-5

**CLASSIFICATION****Figure A2.26. Continued.**

**CLASSIFICATION**

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 1 April 1993

APPENDIX 1 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)  
NUCLEAR OPERATIONS (U)

- ( ) REFERENCES: List documents and other plans that have a significant bearing on conducting nuclear operations.
1. ( ) SITUATION
- a. ( ) Enemy. Refer to Annex B for more detail on enemy forces. Estimate the enemy's capability and probable courses of action in defense against nuclear attacks as provided for in the plan.
- b. ( ) Friendly.
- (1) ( ) List the specific tasks assigned to friendly forces, not part of this command, for support nuclear operations envisaged herein.
- (2) ( ) State how the nuclear operations of external forces, other than those tasked to support this operation, may affect the nuclear operations of this force.
- c. ( ) Assumptions. State clearly and precisely in this subparagraph the conditions under which nuclear operations might be initiated. According to guidance contained in JSCP, Volume II, Annex C, clearly define other assumptions essential to a clear understanding of the basis for a request for selective release of nuclear weapons.
2. ( ) MISSION. State that mission to be accomplished by employing nuclear weapons must closely interface with the concept of operations in the basic plan. Give mission statements such as:
- a. ( ) When directed, employ selected nuclear weapons to demonstrate US determination to control escalation of the conflict.
- b. ( ) When directed, employ NSOs against selected targets or enemy forces.

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**CLASSIFICATION**

**Figure A2.27. Format for Nuclear Operations Appendix.**

**CLASSIFICATION**

3. ( ) EXECUTION. Provide guidance on the following topics, either in subparagraphs or in tabs, if necessary.
- a. ( ) Concept of Nuclear Operations. State clearly in the concept that nuclear weapons require a Presidential decision that may be based on a complex of politico-military factors. In separate subparagraphs, tell how each mission alternative is fulfilled.
- b. ( ) Tasks. In separate numbered subparagraphs, list the detailed tasks to be performed by each subordinate command to implement this plan, including responsibilities for providing nuclear weapons support to friendly forces and for securing, deploying, and dispersing stocks of weapons.
- c. ( ) Weapon Allocations. Refer users to the documents in which weapon allocations are published. Provide guidance for obtaining additional weapon allocations.
- d. ( ) Targeting. Establish selection criteria for scheduled and unscheduled targets, target priorities, weapons system selection criteria (including damage criteria), compatibility of weapon and delivery systems with target systems, and operational planning factors. Indicate the impact of planning factors on programming. Refer to Annex B, Appendix 4, Tab A, for target lists and additional information.
- e. ( ) Limitations. List in detail those restraints and constraints to nuclear options under the plan. Follow the guidance on limitations that is discussed in JSCP, Volume II, Annex C.
- f. ( ) Coordinating Instructions. Include the information and procedural guidance required to coordinate initial defense against enemy nuclear operations and to plan offensive employment by elements of this command. Use tabs, as necessary, for lengthy or detailed instructions. Either cover these aspects in the coordinating instructions or provide suitable references:
- (1) ( ) Rationale for selecting targets to be included in preplanned programs.
  - (2) ( ) Requirements for prestrike intelligence and target acquisition procedures.
  - (3) ( ) Guidance for the attack of fleeting targets.
  - (4) ( ) Poststrike analysis procedures and weapon expenditure reports.

C-1-2

**CLASSIFICATION****Figure A2.27. Continued.**

**CLASSIFICATION**

- (5) ( ) Acceptable safety criteria.
- (6) ( ) Procedures for warning of enemy nuclear attack and reporting enemy nuclear detonations.
- (7) ( ) Special rules of engagement applicable to defensive use of nuclear weapons.
- (8) ( ) Requirements for coordination with national strategic programs, when applicable.
- (9) ( ) Abort and jettison procedures.
- (10) ( ) Procedures for regaining custody of weapons when required.

**4. ( ) ADMINISTRATION AND LOGISTICS**

- a. ( ) Supply. Provide necessary instructions for supply procedures and responsibilities.
- b. ( ) Storage and Transportation. Include guidance on storage and transportation requirements and responsibilities, including the planned location of storage facilities.
- c. ( ) Support for Allies. Establish guidance for the supply, storage, transportation, and handling of nuclear weapons to be made available for employment by allied forces.
- d. ( ) Reports. Provide instructions for submitting any required administrative reports on stocks of nuclear weapons.

**5. ( ) COMMAND AND SIGNAL**

- a. ( ) Release Procedures. Establish procedures for requesting and releasing nuclear weapons in conformity with Emergency Action Procedures of the Joint Chiefs of Staff.
- b. ( ) Executing Commanders. Designate commanders who will control the proper employment of nuclear weapons according to the authenticated release message.
- c. ( ) Command and Control. Establish any special systems and procedures required for the command and control of nuclear operations and the warning and reporting requirements associated with enemy employment. Refer to Annex K for more detail.

C-1-3

**CLASSIFICATION****Figure A2.27. Continued.**

**CLASSIFICATION**

d. ( ) Execution Checklists. Provide a checklist for actions to be accomplished to execute NSOs. Include provisions for handling JCS Warning Orders, processing support requests, and execution. Include actions and consider the time required to complete the planning, positioning of forces, and readying for execution.

Tabs:

A--Nuclear Options

B--Nuclear Options Analysis (distribution to OJCS only)

C--Reconnaissance Operations to Support Nuclear Options

C-1-4

**CLASSIFICATION**

**Figure A2.27. Continued.**

**CLASSIFICATION**

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TAB A APPENDIX 1 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)  
NUCLEAR OPTIONS (U)

1. ( ) OBJECTIVE. Make a brief statement about what is to be accomplished by executing the options. Present each option in a separate enclosure to this tab.
2. ( ) OPTION DESCRIPTION. Include a general description of each option, to include geographic boundaries, types of targets (fixed or mobile), and predicted status at execution, for example, armored units in assembly areas and active airfields. Consider using suboptions within an option to break down a large number of objective targets into more manageable groups. Include specific information for proposed individual strikes within an option or suboption in the table format attached to this tab. Include an orientation map for each option indicating desired (or designated) ground zeros (DGZ).
3. ( ) CONSIDERATIONS. State circumstances under which the attack might be appropriate and what is expected to occur if the option is employed. Include the total length of time to complete the option strikes.
4. ( ) SPECIAL REQUIREMENTS. Consider these subjects for amplification unless the subject is adequately covered elsewhere in the OPLAN.
  - a. ( ) Task Organization. Identify organizations or special activities that directly support a particular option.
  - b. ( ) Logistics. Specify mobility and transportation, special petroleum, oils, or lubricants (POL) requirements, special aircraft stores support designations, etc.
  - c. ( ) Command Relationship. Describe planning and execution relationship, support forces, etc.
  - d. ( ) Communications-Electronics. Outline mission requirements -- execution, special measures, signal security (SIGSEC), communications security (COMSEC), etc.

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**CLASSIFICATION**

**Figure A2.28. Format for Nuclear Options Tab.**



**CLASSIFICATION**

- e. ( ) Operations. Describe any special operational requirements -- search and rescue, etc.
- f. ( ) Intelligence. Outline requirements for prestrike and poststrike intelligence collection.

Exhibits:

- 1--Nuclear Option (list option ID)
- 2--Nuclear Option (list option ID)
- 3--(list additional options as required)

**NOTE:** Only Exhibit 1 is actually attached to this tab as a sample format.

C-1-A-2

**CLASSIFICATION**

**Figure A2.28. Continued.**

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EXHIBIT 1 TO TAB A TO APPENDIX 1 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)  
NUCLEAR OPTION (LIST OPTION ID) (U)

OPTION IDENTIFICATION \_\_\_\_\_

1. ( ) OBJECTIVE:
2. ( ) OPTION DESCRIPTION:

SORTIE			TARGET	CNTY	TDI	BE	DGZ	DELIVERY SYS/TAC					REACT'N TIME	
ID NR	ALD	TI/DGZ	DESCRIPT/NAME	CODE	CAT	NR	LAT/LONG	VEH	WEP	YIELD	HOB	CEP	PD	INIT'L DLVRY

NOTES:

1. JOPES, Volume II, Annex C, contains definitions.
2. Commanders may add additional elements or headings to meet their requirements. All headings or changes should be appropriately footnoted.

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CLASSIFICATION

Figure A2.29. Format for a Nuclear Option Exhibit.

**CLASSIFICATION****NOTES (CONTINUED):**

3. Targets that appear in multiple suboptions should be cross-referenced. All targets required to achieve the stated objectives of the options should be included in the option. Planners must flag those installations or DGZs included in the options that exceed the limitations of JSCP, Annex C.
  4. These column headings define the minimum required information for fixed targets.
  5. Data for mobile targets may not be available in above format, but description, location, notional DGZs, etc., should clearly indicate the information necessary to plan the option.
- 
3. ( ) CONSIDERATIONS:
  4. ( ) SPECIAL REQUIREMENTS:

C-1-A-1-2

**CLASSIFICATION****Figure****A2.29.****Continued.**

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TAB B TO APPENDIX 1 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)  
NUCLEAR OPTIONS ANALYSIS (U)

( ) Insert a statement indicating that each Nuclear Option Analysis (NOA) is presented in an exhibit to this tab.

Exhibits:

- 1--NOA for Option (list option ID)
- 2--NOA for Option (list option ID)
- 3--(list additional options as required)

**NOTE:** Only Exhibit 1 is actually attached to this tab as a sample format.

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**CLASSIFICATION**

**Figure                      A2.30.                      Format                      for                      Nuclear                      Options**

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EXHIBIT 1 TO TAB B TO APPENDIX 1 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)  
NUCLEAR OPTION ANALYSIS (U)

OPTION IDENTIFICATION (LIST OPTION ID)

1. ( ) OBJECTIVE. Submit the final tabulation of the option analysis for review as a separate attachment to the operation plan. Limit distribution to the Joint Chiefs of Staff. Include statements about what results could be expected if both military and economic targets were destroyed. Explain the results in terms of degradation of military capability, percent degradation of production capability, etc., as appropriate. Identify any areas that may be affected by significant fallout.
2. ( ) ANALYSIS INFORMATION. For each option or suboption summary, give this information:
- a. ( ) SORTIE INFORMATION:

---

SORTIE		DELIVERY SYS/TAC					PA <sup>1</sup>		DGZ		PAR	FATALITIES
ID	ALD	VEH	WPN	YIELD	HOB	CEP	TGT	PSB	TI/DGZ	ADN	LAT/LONG	

NOTE: 1 PA stands for probability of arrival.

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Figure A2.31. Format for Nuclear Options Analysis Exhibit.

CLASSIFICATION

b. ( ) TARGET INFORMATION:

ALD	TARGET DESCRIPTION/NAME	CNTY CODE	TDI CAT	ACE CAT	BE NR	VNTK	PD
-----	----------------------------	--------------	------------	------------	----------	------	----

c. ( ) SIOP IMPACT. For strategic ballistic missile forces that have a SIOP assignment or for targets that affect the SIOP, include in the NSO analysis attachment an assessment of the impact upon the SIOP provided by the Joint Strategic Target Planning Staff (JSTPS). (For strategic bomber forces that have a SIOP assignment, SIOP impact must be provided as part of execution planning.)

C-1-B-1-2

CLASSIFICATION

Figure A2.31. Continued.

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TAB C TO APPENDIX 1 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)  
RECONNAISSANCE OPERATIONS TO SUPPORT NUCLEAR OPTIONS (U)

(U) REFERENCES: List documents and other plans that have a significant bearing on the conduct of reconnaissance operations to support nuclear options.

1. ( ) OBJECTIVE. State what type of information is to be provided through airborne reconnaissance and to whom (i.e., national-level decision maker, theater-level commander, or weapons employment unit). Briefly identify the airborne reconnaissance effort required by system, if known, (e.g., TR-1/ ASARS II, U-2/SENIOR SPAN, RC-135/RIVET JOINT) to support nuclear options. Refer to the basic plan and include information that would affect airborne reconnaissance operations.
2. ( ) OPTION DESCRIPTION. Provide a general description of each operation (combination of platform, sensors, data links, ground stations) to include geographic locations and types of targets (fixed or mobile). Use suboptions within an option to break down a large number of objective targets into more manageable groups. Use the table format attached to this tab to provide specific information for proposed individual strikes within an option or suboption. Include an orientation map for each option indicating DGZs.
3. ( ) CONSIDERATIONS. Briefly state special considerations or circumstances that affect the employment of airborne reconnaissance forces in support of nuclear options. Establish response times of airborne reconnaissance assets. Briefly describe capability to perform missions with organic airborne reconnaissance assets. If, to achieve desired reconnaissance coverage, the commander will need NCS coordination in tasking national reconnaissance assets, or overhead or airborne assets operated by the commander of other unified or specified commands or the Director of the NSA, state that need here.
4. ( ) SPECIAL REQUIREMENTS. Address each of these subjects:
  - a. ( ) Execution. Clearly state the airborne reconnaissance execution authority as outlined in the JSCP, Volume II, Annex C.

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C-1-C-1

**CLASSIFICATION**

**Figure A2.32. Format for Reconnaissance Operations To Support Nuclear Options Tab.**

**CLASSIFICATION**

- b. ( ) Commitment of Forces. Designate or allocate airborne reconnaissance, both standoff and penetrating, forces to support nuclear options. Refer to guidance for the commitment of reconnaissance assets provided in JSCP, Volume II, Annex C.
- c. ( ) Tasks. List the detailed tasks to be performed by each subordinate command to support nuclear options. Include forward basing options when deployed operations are required.
- d. ( ) Timing. Time aircraft sorties to achieve the earliest possible collection of data consistent with sensor capability, data link capability (if any), aircrew availability, and system survivability. Remember system survivability is a function of platform, sensor, data link, and ground station survivability.
- e. ( ) Planning Restrictions. Establish appropriate planning restrictions to include over-flight restrictions.
- f. ( ) Processing. Establish special requirements or procedures for processing mission products once received by an appropriate ground station or analysis component. Provide approximate number of hours required for processing, exploiting, and reporting mission products.
- g. ( ) Reporting. Include specific procedures and time lines for reporting airborne reconnaissance information. Specify that the primary means to report nuclear operations data is through the Joint Reporting Structure as outlined in the Coordination of Atomic Operations SOP.
- h. ( ) Prestrike Reconnaissance. Specify requirements for, and capability to conduct prestrike airborne reconnaissance. Recommend tabular format to address airborne system (platform/ sensor combinations) capabilities versus general categories of reconnaissance data requirements needed to support various nuclear options.
- i. ( ) Coordinating Instructions. Give information and procedural guidance necessary to coordinate the airborne reconnaissance effort. Include:
  - (1) ( ) Special rules of engagement.
  - (2) ( ) Requirements for coordination with national strategic plans or programs.

C-1-C-2

**CLASSIFICATION****Figure A2.32. Continued.**



**CLASSIFICATION**

- (3) ( ) Survivability criteria or procedures.
- (4) ( ) Procedures to enable dynamic retasking inflight.
- 5. ( ) RECONNAISSANCE COVERAGE DATA. (See enclosure to this tab for specific data.) Include any additional information necessary for a clear understanding of planned airborne reconnaissance coverage.
- 6. ( ) EXTERNAL FORCE (NATIONAL SUPPORT). Describe support needed to satisfy airborne reconnaissance requirements.

Exhibits: (Identify separate exhibits for each nuclear option.)

- 1--Reconnaissance Coverage Data for Option (list option ID)
- 2--Reconnaissance Coverage Data for Option (list option ID)
- 3--(list additional options as required)

**NOTE:** Only Exhibit 1 is actually attached to this tab as a sample format.

C-1-C-3

**CLASSIFICATION**

**Figure A2.32. Continued.**

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EXHIBIT 1 TO TAB C TO APPENDIX 1 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)  
RECONNAISSANCE COVERAGE DATA (U)

OPTION IDENTIFICATION:

- 1. ( ) OBJECTIVE.
- 2. ( ) OPTION DESCRIPTION.

OPTION \_\_\_\_\_ SUBSET \_\_\_\_\_

1	2	3	4	5	6	7	8	9	10
TARGET	DGZ	TDD	UNIT SORTIE	AIRCRAFT	LAUNCH	RECOVERY	SENSOR	RESPONSE	LAUNCH PLUS
ISLE/DGZ	LAT/LON		VERSION		BASE	BASE		TIME	TIME TO TGT
					ICAO/	ICAO/			
					<u>DESC</u>	<u>DESC</u>			

- 3. ( ) CONSIDERATIONS.

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CLASSIFICATION

Figure A2.33. Format for Reconnaissance Coverage Data Exhibit.

**CLASSIFICATION**

4. ( ) SPECIAL REQUIREMENTS.
5. ( ) RECONNAISSANCE RECOVERY DATA.
6. ( ) EXTERNAL FORCE (NATIONAL) SUPPORT.

**NOTE:** Refer to JOPES, Volume II, Annex C, for definitions and instructions.

C-1-C-1-2

**CLASSIFICATION**

**Figure**

**A2.33.**

**Continued.**

**CLASSIFICATION**

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APPENDIX 2 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)

CHEMICAL WARFARE AND NUCLEAR, BIOLOGICAL, AND CHEMICAL DEFENSE OPERATIONS; RIOT  
 CONTROL AGENTS AND HERBICIDES (U)

- ( ) REFERENCES: List standing instructions for defense against nuclear, biological, and chemical (NBC) weapons and offensive employment of chemical weapons.

1. ( ) SITUATION

- a. ( ) Enemy. Refer to Annex B for detailed enemy threat information.

(1) ( ) Capabilities. Estimate enemy capabilities to employ chemical or biological weapons or agents. Summarize or refer to sources of information on available delivery means, available munitions stocks, defensive equipment, and order of battle. Include information on defensive support such as decontamination of combat support units, probable capabilities, areas that the enemy is likely to subject to chemical or biological threat, and similar data.

(2) ( ) Courses of Action. Identify the possible enemy courses of action indicating targets for enemy chemical or biological weapons which could interfere with accomplishing the mission or affect executing the plan.

- b. ( ) Friendly

(1) ( ) Defensive. Estimate the NBC defensive capability of friendly forces, government agencies, and civilian populations which could affect accomplishing the mission. Stipulate participation of allied forces, particularly whether they will be using chemical munitions and agents or requiring US support for chemical munitions and agents.

(2) ( ) Offensive. Summarize the chemical warfare (CW) capabilities and employment plans for forces (including allied forces) which would support, or require coordination with, this operation. Stipulate participation of allied forces, particularly whether they will be using chemical munitions and agents or require US support for chemical munitions and agents.

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C-2-1

**CLASSIFICATION**

**Figure A2.34. Format for Chemical Warfare and Nuclear, Biological, and Chemical Defense Operations Appendix.**

**CLASSIFICATION**

- c. ( ) Assumptions. List the assumptions on which CW and NBC defense planning are based.
- 2. ( ) ALTERNATIVE MISSIONS. Clearly state that the Presidential decision is required to retaliate with lethal or incapacitating chemical agents. Emphasize to users that chemical use should therefore be treated as an operational contingency that may or may not be authorized. State that planned CW and NBC defensive operations encompass a range of options which the force commander must be prepared to undertake. List examples of mission statements such as:
  - a. ( ) Maintaining the optimum posture for NBC defense against enemy employment consistent with other mission requirements.
  - b. ( ) Only when authorized by the President, employing riot control agents (RCA) or chemical herbicides, as required, to support the concepts of operations in the basic plan.
  - c. ( ) When specifically authorized, retaliating with lethal or incapacitating chemical munitions or agents.
- 3. ( ) EXECUTION
  - a. ( ) Concept of Operations. Include:
    - (1) ( ) A statement of the general policy applicable to employment of chemical weapons or agents.
    - (2) ( ) For each alternative mission, a general plan for fulfilling the stated objective, including target selection criteria and priorities.
    - (3) ( ) A precise statement that chemical munitions or agents may not be employed without specific authorization by the force commander after Presidential approval is received.
    - (4) ( ) Other restrictions and limitations on using chemical weapons or agents.
  - b. ( ) Tasks. In separate lettered subparagraphs, list the specific tasks assigned to each major subordinate commander.
  - c. ( ) Weapon Allocations. By type and quantity, indicate the initial allocation of chemical munitions and agents to subordinate commands.
  - d. ( ) Coordinating Instructions. In the final subparagraph, provide guidance and establish procedures applicable to CW. For NBC defense, refer to Tab C. Include such things as:

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**CLASSIFICATION**

**Figure A2.34. Continued.**

**CLASSIFICATION**

- (1) ( ) Target effects criteria.
  - (2) ( ) Procedures for requesting additional allocations of munitions and agents.
  - (3) ( ) Coordinating the safety of friendly forces, including safety criteria. Address the preparation and dissemination of friendly chemical and nuclear attack warnings.
  - (4) ( ) Poststrike analysis requirements and responsibilities.
4. ( ) ADMINISTRATION AND LOGISTICS
- a. ( ) Logistics. Use this subparagraph to introduce the subject or add emphasis to key problems.
    - (1) ( ) Supply. Outline procedures and responsibilities for supplying chemical weapons or agents. For NBC defensive equipment and decontamination requirements refer to Tab C.
    - (2) ( ) Storage and Transportation. List procedures, locations, and responsibilities for storing and transporting chemical munitions or agents. Include special security arrangements required for moving chemical munitions.
    - (3) ( ) Support for Allies. Indicate procedures and responsibilities for providing CW logistic support to allied forces, if applicable. Provide for necessary allied force familiarization or training.
  - b. ( ) Administration. Establish any necessary administrative reporting requirements relative to stocking chemical weapons or agents.
5. ( ) COMMAND AND SIGNAL
- a. ( ) Command Relationships. Explain specifically the procedure for obtaining conditional release authority and approval for all chemical, RCA, and herbicide operations. Provide for appropriate delegation of authority to use chemical munitions and agents, RCAs, and herbicides upon approval.
  - b. ( ) C3 Systems. Refer to Annex K for general C3 systems requirements. Identify any special C3 systems requirements associated with reporting enemy use of chemical or biological weapons or the command and control of offensive use by this command.

C-2-3

**CLASSIFICATION****Figure A2.34. Continued.**

**CLASSIFICATION**

Tabs:

A--Computation of Chemical Munitions Requirements

B--Chemical Munition/Agent Requirements

C--Nuclear, Biological, Chemical, and Conventional Defense Operations

C-2-4

**CLASSIFICATION**

**Figure A2.34. Continued.**

**CLASSIFICATION**

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1 April 1993

TAB A TO APPENDIX 2 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)  
COMPUTATION OF CHEMICAL MUNITIONS REQUIREMENTS (U)

**NOTE:** Refer to JOPES, Volume II, Annex C, for guidance.

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C-2-A-1

**CLASSIFICATION**

**Figure A2.35. Format for Computation of Chemical Munitions Requirements Tab.**



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1 April 1993

TAB B TO APPENDIX 2 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)  
CHEMICAL MUNITION/AGENT REQUIREMENTS (U)

**NOTE:** Refer to JOPES, Volume II, Annex C, for guidance.

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C-2-B-1

**CLASSIFICATION**

**Figure A2.36. Format for Chemical Munition/Agent Requirements Tab.**

**CLASSIFICATION**

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TAB C TO APPENDIX 2 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)  
 NUCLEAR, BIOLOGICAL, CHEMICAL, AND CONVENTIONAL DEFENSE OPERATIONS (U)

- ( ) REFERENCES: List standing instructions not mentioned in Appendix 2, to include references on conventional weapons.
1. ( ) SITUATION. Describe the situation dictating nuclear, biological, chemical, and conventional (NBCC) defense operations.
  2. ( ) MISSION. State the mission to be accomplished by NBCC defense operations in support of the basic plan.
  3. ( ) EXECUTION
    - a. ( ) Concept of Operations. State the overall concept of operations for NBCC defense operations.
    - b. ( ) Tasks. In separate numbered subparagraphs, list the specific tasks assigned to each major subordinate commander.
    - c. ( ) Coordinating Instructions. Provide guidance and establish procedures applicable to NBCC defense. Include:
      - (1) ( ) Procedures for warning, plotting, and reporting of enemy employment of chemical or biological weapons. Include procedures for receiving and plotting friendly CHEM WARNS and nuclear STRIKE WARNS.
      - (2) ( ) Agencies with inherent decontamination responsibility must plan for decontamination equipment and manpower with their UTCs, and establish decontamination sites.
      - (3) ( ) Sheltering of personnel and radiological exposure control.
      - (4) ( ) NBC surveys and monitoring of operations to detect, identify and mark NBC contamination.

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 DECLASSIFY ON:

C-2-C-1

**CLASSIFICATION**

**Figure A2.37. Format for Nuclear, Biological, Chemical, and Conventional Defense Tab.**

**CLASSIFICATION**

- (5) ( ) Mission oriented protective postures (MOPP).
- (6) ( ) Attack actions.
- (7) ( ) Establishing disaster preparedness teams.
- (8) ( ) Establishing and operating NBC control centers.
- (9) ( ) Assisting in the establishment and operation of the Survival Recovery Center (SRC).

4. ( ) ADMINISTRATION AND LOGISTICS

- a. ( ) Logistics. Use this subparagraph to introduce the subject or add emphasis to key problems.

- (1) ( ) Supply. Outline procedures and responsibilities for supplying and resupplying NBC defensive equipment and decontamination requirements.

- (2) ( ) Storage and Transportation. List procedures, locations, and responsibilities for storing and transporting NBCC defense equipment, chemical warfare defense ensembles (CWDE), and decontamination equipment, to include disposal of unusable items.

- (3) ( ) Support for Allies. Indicate procedures and responsibilities for providing NBCC defense logistic support to allied forces, if applicable. Provide for necessary allied force familiarization or training.

- b. ( ) Administration. Establish administrative reporting requirements relative to notification of NBC attack, stocking NBCC defense equipment, CWDE, or decontamination equipment. Prepare appropriate checklists and implementing instructions.

5. ( ) COMMAND AND SIGNAL

- a. ( ) Command Relationships. Explain specifically the procedure for obtaining and disseminating warnings of enemy attack, and intelligence indicators which would establish the probability of NBC employment.

- b. ( ) C3 Systems. Refer to Annex K for general C3 systems requirements. Identify any special C3 systems requirements associated with reporting enemy use of nuclear, chemical or biological weapons, or the command and control of designated MOPP levels.

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**CLASSIFICATION**

**Figure A2.37. Continued.**

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APPENDIX 3 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)  
ELECTRONIC WARFARE OPERATIONS (U)

( ) REFERENCES: List basic documents as required, but avoid listing those used for peacetime operations.

1. ( ) SITUATION

a. ( ) Enemy. Refer to Annex B for more detail on the enemy. Provide an estimate of the capabilities, limitations, and vulnerabilities of enemy communications, radar, and electronic warfare (EW) systems, including the enemy's ability to interfere with accomplishing the EW mission.

b. ( ) Friendly. Provide a summary of friendly EW facilities, resources, and organizations which could affect EW planning by subordinate commanders. Include friendly foreign forces with which subordinate commanders may operate.

c. ( ) Assumptions. State any assumptions about friendly or enemy capabilities and courses of action which significantly influence the planning of EW operations.

d. ( ) Resource Availability. Summarize those assets critical to the conduct of the planned EW operations.

e. ( ) Planning Factors. State or refer to policies, doctrines, and procedures published elsewhere which provide guidance to be followed in executing this plan. Establish any additional guiding principles to be followed, as well as deviations from standard practices which are authorized. Describe any EW constraints which apply to the operation.

2. ( ) MISSION. State the mission to be accomplished by EW operations in support of the mission undertaken in the basic plan.

3. ( ) EXECUTION

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**CLASSIFICATION**

**Figure A2.38. Format for Electronic Warfare Operations Appendix.**

**CLASSIFICATION**

- a. ( ) Concept of Operations. Summarize the scope of EW operations and the methods and resources to be employed. Include employing organic and nonorganic capabilities.
  - b. ( ) Tasks. In separate subparagraphs, assign individual EW tasks and responsibilities to each component or subdivision of the force. Include all instructions applying uniquely to that component or subdivision.
  - c. ( ) Special Measures. Provide a subparagraph on the employment of each activity, special measure, or procedure which is to be used but is not covered elsewhere. Refer to emission control (EMCON) in this paragraph and, if necessary, cover it in detail in a tab to this appendix. Also, in this paragraph, refer to tabs containing lengthy EW instructions, such as identification, friend or foe/selective identification feature procedures, if not covered elsewhere.
  - d. ( ) Coordinating Instructions
    - (1) ( ) Place instructions applicable to two or more subdivisions or components in the final subparagraph.
    - (2) ( ) Include instructions for coordinating with the support of deception, unconventional warfare (UW), PSYOP, C2, and SIGINT activities.
    - (3) ( ) Include instructions for frequency management to avoid radio frequency saturation.
5. ( ) ADMINISTRATION AND LOGISTICS
- a. ( ) Logistics. Provide any special instructions pertaining to logistics support for EW operations.
  - b. ( ) Administration. Include in this subparagraph any necessary administrative guidance. Provide references to lengthy or detailed instructions, such as, formats for required reports, and place details in a separate tab.
    - (1) ( ) Where modification to joint service meaoning, intrusion, jamming and interference (MIJI) reporting instructions is necessary, provide guidance, such as establishing an intermediate review body. Use a separate tab if necessary.
    - (2) ( ) Provide for timely operational reporting of EW activities.

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**CLASSIFICATION**

**Figure A2.38. Continued.**

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APPENDIX 4 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)  
PSYCHOLOGICAL OPERATIONS (U)

(U) REFERENCES: List plans, estimates, basic PSYOP studies, and other documents significant to PSYOP, avoid listing those used for peacetime operations.

1. ( ) SITUATION

a. ( ) Enemy. Refer to Annex B for more information about the enemy. Address enemy capabilities and actions that could interfere with PSYOP of US and friendly forces; significant military, sociological, ethnic, political, and economic background information required for PSYOP; basic ideological strengths and weaknesses; and psychological factors which are favorable or unfavorable for accomplishing the mission.

b. ( ) Friendly. State in separate subparagraphs those relevant PSYOP capabilities and plans of friendly forces and agencies (US and foreign) not included among the task organizations of the basic plan. For each force of agency, include a summary of major PSYOP assets that directly support the PSYOP plan. Where appropriate include a reference to command relation-ship agreements and to requirements for US interagency support.

c. ( ) Assumptions. List all assumptions on which PSYOP planning is based that are not stated in the basic plan. Pay particular attention to enemy courses of action, availability of indigenous resources and assets of other US agencies, and the time available to collect and analyze PSYOP information and to develop, pretest, and produce propaganda materials.

d. ( ) Resource Availability. Summarize those assets critical to the conduct of the planned PSYOP campaign.

e. ( ) Planning Factors. Describe any significant planning factors, using subparagraphs as appropriate.

2. ( ) MISSION. Provide a clear, concise, complete, and realistic statement of what PSYOP is to accomplish in support of the mission stated in the basic plan. Write in terms of the attitudes, emotions, and behavior expected to result from the planned operations or to be fostered among foreign groups in support of the operation.

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C-4-1

**CLASSIFICATION**

**Figure A2.39. Format for Psychological Operations Appendix.**

**CLASSIFICATION**

3. ( ) EXECUTION

a. ( ) Concept of Operations. Summarize the intended course of action and state the general concept for conducting and controlling PSYOP. Where applicable, indicate phasing of the operation and arrangements for transfers of operational control of PSYOP.

(1) ( ) Target Groups. Identify the friendly, neutral, and hostile target group (including enemy forces) whom the operation itself is intended to influence or who will be affected by PSYOP activities conducted to support the operation. Separately, identify each national or ethnic, occupational, or other subgroup of significance to PSYOP. Include an estimate of the influence of studies and other documents available to task organizations.

(2) ( ) US National Objectives. In separate subparagraphs, list the official US national policy objectives and US national psychological objectives for the countries involved in the basic plan as these objectives relate to the PSYOP plan.

(3) ( ) Psychological Objectives. In separate subparagraphs, state the psychological objectives expected to result from the planned operation or to be induced in support of the operation.

(4) ( ) Themes and Actions to be Stressed or Avoided

(a) ( ) Themes to be Stressed. In separate subparagraphs keyed to the relevant psychological objectives cited in a above, list themes developed to contribute to each objective.

(b) ( ) Themes to be Avoided. In separate subparagraphs, list themes which are prohibited from use during the operation.

(5) ( ) Military Action. In separate subparagraphs:

(a) ( ) Provide guidance for conducting military operations which would contribute to the objectives cited in a above.

(b) ( ) List undesired military actions which would inspire emotions, attitudes, and behavior contrary to objective cited in a above.

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**CLASSIFICATION**

**Figure A2.39. Continued.**

**CLASSIFICATION**

(6) ( ) Personal Actions. In separate subparagraphs:

(a) ( ) Identify the behavior of military personnel that would contribute to the objectives cited in a above.

(b) ( ) Identify prohibited behavior of military personnel which would inspire emotions, attitudes, and behavior contrary to the objectives cited in a above.

b. ( ) Tasks. In separate subparagraphs assign specific tasks to subordinate units charged with a PSYOP mission. Include, but not limit responses to:

(1) ( ) Tasks of PSYOP units employed in the contemplated operations including organizations of non-DoD agencies that may be placed under the operational control of the commander at any phase of the operation.

(2) ( ) Provisions of PSYOP staff and liaison elements.

(3) ( ) Provisions for testing, producing, prestocking and disseminating propaganda and information materials and for measuring PSYOP effectiveness.

(4) ( ) Provision for developing PSYOP campaign control sheet in supporting plans.

c. ( ) Coordinating Instructions. This subparagraph must include, but need not be limited to:

(1) ( ) Coordinating with adjacent command and civilian agencies, including US diplomatic missions, US Information Agency (USIA) and Agency for International Development.

(2) ( ) Disseminating PSYOP policy guidance, including directives for conducting operations and guiding the actions of military personnel.

(3) ( ) Coordinating with and supporting activities in the fields of civilian affairs, public affairs, civic actions, UW, deception, EW, prisoners of war (PW), civilian internees and detainees, and captured US personnel.

(4) ( ) Using indigenous assets, including personnel and equipment.

(5) ( ) Briefly discuss the rationale for PSYOP EEI (see Annex B) and state or provide references to intelligence evaluations and estimates on which the PSYOP aspects of the plan are based. Include information needed to:

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**CLASSIFICATION**

**Figure A2.39. Continued.**



**CLASSIFICATION**

- (a) ( ) Refine the current PSYOP estimate on which the PSYOP portions of the OPLAN are based.
  - (b) ( ) Provide other cultural, political, economic, sociological, psychological, and military data needed for effective PSYOP.
  - (6) ( ) Highlight items common to two or more subordinate commands.
4. ( ) ADMINISTRATION AND LOGISTICS. Provide a statement of the administrative and logistics arrangements applicable to PSYOP but not covered in the basic plan or another annex thereof. Include data on:
- a. ( ) Logistics
    - (1) ( ) Stocking of propaganda and information materials and providing them to disseminating organizations.
    - (2) ( ) Provisions for supplying and maintaining PSYOP-unique supplies and equipment.
    - (3) ( ) Provisions for controlling and maintaining indigenous equipment and materials.
    - (4) ( ) Fiscal matters relating to special funds.
    - (5) ( ) Personnel matter relating to indigenous personnel.
  - b. ( ) Administration
    - (1) ( ) Requirements for special reports.
    - (2) ( ) Requirements for plans and operations that support education programs for PWs and civilian internees.
    - (3) ( ) Provisions for participating in interrogating PWs, internees, and detainees to obtain information essential for PSYOP.
5. ( ) COMMAND AND SIGNAL
- a. ( ) Command Relationships. Refer to Annex J.

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**CLASSIFICATION**

**Figure A2.39. Continued.**

**CLASSIFICATION**

b. ( ) C3 Systems. Refer to appropriate sections of Annex K for more information on C3 systems. Provide pertinent extracts of information from the basic plan or Annex K, including:

- (1) ( ) Recognition and identification instructions.
- (2) ( ) Information systems policy.
- (3) ( ) Headquarters locations and movements.
- (4) ( ) Code words and names.
- (5) ( ) Frequency allocation.

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**CLASSIFICATION**

**Figure A2.39. Continued.**

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APPENDIX 5 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)  
SPECIAL OPERATIONS (U)

- ( ) REFERENCES: List plans, maps, charts, and documents essential to effectively implement this appendix, but avoid peacetime documents.
1. ( ) SITUATION. In the subparagraphs below, describe the general Special Operations (SO) situation expected to exist at the time implementation of the plan is directed.
- a. ( ) Enemy. Supplement Annex B as necessary to include:
- (1) ( ) Information to support planning SO in the objective areas. Specify the political, economic, sociological, and psychological targets of opportunity subject to exploitation by SO forces.
- (2) ( ) Information on enemy capabilities to counter US special operations objectives.
- b. ( ) Friendly. Outline US operations to be conducted by friendly forces not assigned to the SO organization, to include:
- (1) ( ) US and other friendly military forces possessing SO capabilities that are currently available and a summary of their assets.
- (2) ( ) Civilian agencies which may be tasked to support SO.
- (3) ( ) Applicable command relationship agreements.
- c. ( ) Assumptions. List any assumptions applicable to SO but not listed in the basic plan.
- d. ( ) Resource Availability. List assets available for the SO mission.

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**CLASSIFICATION**

**Figure A2.40. Format for Special Operations Appendix.**

**CLASSIFICATION**

- e. ( ) Planning Factors. Describe any pertinent planning factors.
- 2. ( ) MISSION. Provide a clear, concise statement of the objectives of SO that support the basic plan.
- 3. ( ) EXECUTION
  - a. ( ) Concept of Operations. Include:
    - (1) ( ) A summary of all courses of action intended.
    - (2) ( ) SO objectives.
    - (3) ( ) Operational control arrangements and coordination of friendly SO forces.
    - (4) ( ) Phases of operations.
    - (5) ( ) Principles and limiting factors.
    - (6) ( ) Deception support required.
  - b. ( ) Tasks. Specify tasks to each subordinate commander for furnishing resources and meeting objectives that support the SO concept of operations. Include, but do not limit these tasks to:
    - (1) ( ) Specific duties of those SO units listed as friendly forces which revert to the operational control of the commander according to command relationship agreements.
    - (2) ( ) Provisions for C2 structure.
    - (3) ( ) Provisions for staff and liaison elements.
  - c. ( ) Coordinating Instructions. Include instructions:
    - (1) ( ) Applicable to two or more elements of the command.
    - (2) ( ) For coordination at all subordinate levels and with adjacent commands and other government agencies, as appropriate.
    - (3) ( ) For coordination with armed forces of other nations.

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**CLASSIFICATION****Figure A2.40. Continued.**

**CLASSIFICATION**

- (4) ( ) For coordination of deception, EW and PSYOP activities.
- (5) ( ) For use of indigenous assets, including personnel and equipment.
- 4. ( ) ADMINISTRATION AND LOGISTICS. Specify the administrative and logistics arrangements needed for SO support, but not covered in the basic plan or other plan elements including:
  - a. ( ) Logistics
    - (1) ( ) Direct the use of standard items of military equipment and supplies insofar as practicable to support SO.
    - (2) ( ) Project stocks of standard and nonstandard equipment required.
    - (3) ( ) Specify procedures for pre-positioning, assembling, and delivering project stocks to support US or indigenous forces, or both.
    - (4) ( ) Specify procedures for controlling and maintaining UW equipment and materiel.
    - (5) ( ) Develop detailed plans for covert procurement, delivery, storage, processing, and distribution when the concept of operations includes special activities (covert).
  - b. ( ) Administration
    - (1) ( ) State requirements for special reports.
    - (2) ( ) State that, if captured, participating US or indigenous personnel under US control would normally qualify for treatment as prisoners of war.
    - (3) ( ) Specify provisions for command and control of SO personnel after linkup with conventional friendly forces.
    - (4) ( ) Provide instructions for disposition of detainees, PWs, and captured equipment.
- 5. ( ) COMMAND AND SIGNAL
  - a. ( ) Command Relationships. Refer to Annex J.

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**CLASSIFICATION**

**Figure A2.40. Continued.**

**CLASSIFICATION**

b. ( ) C3 Systems. Refer to Annex K for detailed C3 systems requirements. Provide a general statement of the scope and type of communications required, including:

- (1) ( ) Secure communications.
- (2) ( ) Recognition and identification instructions.
- (3) ( ) Electronic policy, including provisions for countermeasures.
- (4) ( ) Trunking and switching system configurations.
- (5) ( ) Code words or names.
- (6) ( ) Frequency allocation.
- (7) ( ) Operational Security (OPSEC) measures.

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**CLASSIFICATION**

**Figure A2.40. Continued.**

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APPENDIX 6 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)  
SEARCH AND RESCUE OPERATIONS (U)

- ( ) REFERENCES: Designate relevant maps, charts, and joint and service documents that are essential to the effective execution of this appendix. Avoid listing those used primarily for peacetime.
1. ( ) SITUATION. Refer to the basic plan and include any additional information that could affect the search and rescue (SAR) operation.
- a. ( ) Enemy. Refer to the basic plan and the Intelligence Annex, and include any additional information that could affect the prosecution of individual SAR missions, such as hostile action against SAR aircraft and personnel.
- b. ( ) Friendly. Refer to the basic plan and include any existing SAR forces other than Air Rescue Service (ARS) Combat Rescue (CR) units which could have an SAR capability, either as an assigned mission or as an inherent capability.
- c. ( ) Assumptions. List any assumptions not reflected in the basic plan that are applicable to SAR operations.
- d. ( ) Resource Availability. List the ARS CR unit(s) which is (are) tasked in the basic plan.
- e. ( ) Planning Factors. Define SAR terms unique to the OPLAN or essential to the effective execution of the OPLAN and any planning factors necessary for execution of the OPLAN.
2. ( ) MISSION. Include statements on the tasks to be accomplished by SAR forces.

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**CLASSIFICATION**

**Figure A2.41. Format for Search and Rescue Appendix.**

**CLASSIFICATION**3. ( ) EXECUTION

a. ( ) Concept of Operations. Include specific responsibilities of ARS CR units during the deployment, employment, and redeployment phases of the tactical air forces. Included, as required, establishing rescue coordination centers, local area rescue or aircrew recovery units, and the responsibilities of ARS and other service conventional aircraft forces.

b. ( ) Tasks

(1) ( ) Prescribe specific tasks of each ARS element.

(2) ( ) Show units supporting ARS forces during deployment, employment, and redeployment phases. Include detailed support measures in the Logistics, Personnel, Communication-Electronics, Intelligence, and Medical annexes or appendices.

c. ( ) Coordinating Instructions. Include authority for ARS units tasked in the basic plan to coordinate with all elements of the entire command.

4. ( ) ADMINISTRATION AND LOGISTICS

a. ( ) Logistics. Include all logistic support responsibilities of friendly forces (see paragraph 3c).

b. ( ) Administration. See basic plan for administrative procedures.

5. ( ) COMMAND AND SIGNAL

a. ( ) Command Relationships. Refer to Annex J.

b. ( ) C3 Systems. Include all instructions applicable to ARS forces for communications, recognition, identification, command and control, and related C3 systems support.

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**CLASSIFICATION****Figure A2.41. Continued.**



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APPENDIX 7 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)  
MILITARY DECEPTION (U)

- ( ) REFERENCES: Identify plans, documents, maps, and charts that are essential to effective execution of this appendix, but avoid peacetime documents.
1. ( ) SITUATION. Summarize competing politico-military objectives, and or the existing or expected circumstances under which this plan would be executed.
- a. ( ) Enemy. Summarize the enemy situation, available capabilities, and alternative feasible courses of action. Summarize the general nature of the operational area, to include topographic, hydrographic, cultural, social, and weather that could influence selection of courses of action.
- b. ( ) Friendly. Summarize the friendly situation, available capabilities, and alternative feasible courses of action. Summarize the general nature of the operational area, to include topographic, hydrographic, cultural, social, and weather that could influence selection of courses of action.
- c. ( ) Assumptions. State assumptions vital to the planning and conduct of deceptions.
- d. ( ) Resource Availability. Identify any resources required for the execution of the deception plan.
- e. ( ) Planning Factors
- (1) ( ) Operational Strategy. Outline the commander's selected course of action and operational objectives. Outline the commander's general concept for using military deception initiatives to support the strategy.
- (2) ( ) Projected Situation. Describe what may happen if no deception is employed.
- (3) ( ) Desired Situation. Describe the desired situation, and discuss whether deception is the best tool to achieve it.

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**CLASSIFICATION**

**Figure A2.42. Format for Military Deception Appendix.**

**CLASSIFICATION**

2. ( ) MISSION. State the mission of military deceptions to evoke adversary actions or inaction to support accomplishment of the mission stated in the basic plan.

3. ( ) EXECUTION

a. ( ) Concept of Operations. If the deceptions are part of a perception management or counter-C<sup>3</sup> strategy, then outline the strategies, showing the role of the deceptions. Outline concepts to implement deception stories. State requirements for senior and subordinate commanders to conduct supporting operations. Outline the general phasing of deceptions, keyed to the phasing of OPLAN execution. State the concept for supervising the planned action. Outline how monitoring and intelligence support will be done. Outline guidance for security of information and operations security for planned operations. If appropriate, state an executive agent to approve, coordinate, direct, and supervise overall execution.

(1) ( ) Deception Objectives. State the adversary actions or inaction desired and who will be induced to direct them, and the invalid adversary estimates about our intentions, military capabilities, and military activities that will evoke the decisions and actions desired.

(2) ( ) Deception Stories. Outline the scenario of our intentions, military capabilities, and military activities that will be presented to the adversary over time to cause him to derive the desired appreciations.

(a) ( ) Means. Describe the means of conveying the various deception stories to the enemy in subparagraphs below.

1. ( ) Administrative.

2. ( ) Physical.

3. ( ) Technical.

(b) ( ) Essential Elements of Information (EEIs). Identify EEIs for intelligence collection assets to focus on as critical feedback on enemy reception, interpretation and response to the deception stories.

(c) ( ) Risks. Discuss the risks if the deception is discovered, such as the possibility of a counter-deception. Also, discuss the risks if the deception is not perceived as was intended, such as the potential for unwanted or unpredicted actions by the adversary because of partial receipt of the story.

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**CLASSIFICATION**

**Figure A2.42. Continued.**

**CLASSIFICATION**

b. ( ) Tasks. State tasks for the commander's staff and supporting commanders to plan and conduct the deceptions.

4. ( ) ADMINISTRATION AND LOGISTICS

a. ( ) Logistics. Identify any logistics support required for deception plan execution.

b. ( ) Administration. Identify any administrative procedures required in support of deception plan execution and supporting OPSEC measures.

5. ( ) COMMAND AND SIGNAL

a. ( ) Command Relationships. Describe command arrangements to be followed to plan and conduct deceptions. Include guidance for convening planning conferences, and accommodating modifications and changes to the overall deception.

b. ( ) C3 Systems. List any C3 system requirements for deception plan execution, or refer to Annex K.

Tabs:

A-D --Not Used

E --Detailed Concepts and Execution Schedules

F-H --Not Used

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**CLASSIFICATION**

**Figure A2.42. Continued.**

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TAB E TO APPENDIX 7 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)  
EXECUTION SCHEDULES (U)

1. ( ) Outline detailed concepts and execution schedules in this tab.
2. ( ) Describe each concept separately. In paragraph one of each, state the specific desired adversary action or inaction, who specifically will be influenced to direct the action or inaction, the invalid estimate to evoke the decision, the deception story that will be presented to cause adversary derivation of the invalid estimate, and the commander who will be responsible for executing the specific concept. In paragraph two, outline on a timeline keyed to dates or events, deception actions that will be executed to implement the deception story. List deception means and units required to execute actions, when they are required, and what they must be capable of doing.
3. ( ) Attach to each concept an execution schedule. As an example, list:

<u>Objective</u>	<u>Sub Objective</u>	<u>Deception Story</u>	<u>Controlled Information</u>	<u>Deception Actions</u>	<u>When to Execute</u>
Hostile force reinforce X.	Hostile recon of area M.	Friendly Interest in area M.	Forces A & B preparing for movement.	Logistics supply of A & B	D - 10
				Special personnel augmenting A & B	D - 8
			Friendly recon & patrols of approaches area M.	Conduct MCD from Submarine in approach route.	D - 9

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**CLASSIFICATION**

**Figure A2.43. Format for Detailed Concepts and Execution Schedules Tab.**

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APPENDIX 8 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)  
RULES OF ENGAGEMENT (U)

(U) REFERENCES: List DoD directives, JCS-promulgated rules of engagement, rules of engagement of the supported commander (existing and proposed) to be applied while conducting operations in support of this OPLAN.

1. (U) SITUATION

a. ( ) Enemy. Refer to Annex B for more information about the enemy. Describe enemy capabilities, tactics, techniques, and probable courses of action that may interact with existing or proposed ROE in relation to accomplishing the US mission.

b. ( ) Friendly. State in separate subparagraphs the friendly forces that require individual ROE to accomplish their mission, such as, air, land, sea, and hot pursuit. Where appropriate, state the specific ROE to be applied, and identify who has the authority to change the ROE.

c. ( ) Assumptions. List all assumptions not included in the basic plan on which ROE are based.

d. ( ) Resource Availability. List resource availability.

e. ( ) Planning Factors. Describe planning factors on which ROE are based.

2. ( ) MISSION. State the mission in terms that ROE must include provisions for conducting military operations according to the Law of War.

3. ( ) EXECUTION

a. ( ) Concept of Operations

(1) ( ) General. Summarize the intended course of action and state the general application of supporting ROE.

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**CLASSIFICATION**

**Figure A2.44. Format for Rules of Engagement Appendix.**

**CLASSIFICATION**

(2) ( ) US National Policies. Refer to official US policy statement and documents published pertaining to ROE and the Law of War. Include reference to ROE for allied forces when their participation can be expected. Include specific guidance in a tab, if desired. If applicable, include a separate list of NO STRIKE targets in Annex B, appendix 4, which identify facilities afforded special protection under international law.

b. ( ) Tasks. Provide guidance for developing and approving ROE prepared by subordinate units.

c. ( ) Coordinating Instruction. Include, at a minimum, provisions for:

(1) ( ) Coordinating ROE with adjacent commands, friendly forces, appropriate second-country forces, neutral countries, appropriate civilian agencies, and Department of State elements.

(2) ( ) Disseminating ROE.

(3) ( ) Providing ROE to augmentation forces.

4. ( ) ADMINISTRATION AND LOGISTICS

a. ( ) Logistics. State requirements or not applicable.

b. ( ) Administration. Specify requirements for reports.

5. ( ) COMMAND AND SIGNAL

a. ( ) Command Relationships. Refer to Annex J.

b. ( ) C3 Systems. Refer to the applicable sections of Annex K. Provide pertinent extracts of information required to support the basic plan to include:

(1) ( ) Identification, friend, foe or neutral ROE.

(2) ( ) Relation of ROE to use of code words and nicknames.

(3) ( ) Specific geographic boundaries or control measures where ROE are applicable.

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**CLASSIFICATION**

**Figure A2.44. Continued.**

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APPENDIX 9 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)  
AIRBORNE RECONNAISSANCE (U)

- ( ) REFERENCES: List DoD, JCS, Service, or unified and specified command directives or plans pertinent to conducting or supporting airborne reconnaissance operations, coordinating or tasking forces, operating authorities, processing, and distributing or disseminating mission products.
1. ( ) SITUATION
- a. ( ) Enemy. Refer to Annex B for basic enemy situation. Provide guidance or information on specific enemy capabilities to interfere with the conduct of airborne reconnaissance operations required by this plan.
- b. ( ) Friendly. List the specific tasks assigned to friendly forces and agencies, not part of this command, to support airborne reconnaissance operations envisaged in this plan.
- c. ( ) Assumptions. List any assumptions not reflected in the basic plan which are applicable to airborne reconnaissance operations.
- d. ( ) Resource Availability. List resource availability critical for the conduct of airborne reconnaissance operations.
- e. ( ) Planning Factors. Describe any planning factors important to the conduct of reconnaissance operations.
2. ( ) MISSION. State the airborne reconnaissance mission in terms of accomplishing the tasks established in the collection guidance in Annex B to support the mission undertaken in the basic plan.

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**CLASSIFICATION**

**Figure A2.45. Format for Airborne Reconnaissance Appendix.**

**CLASSIFICATION**3. ( ) EXECUTIONa. ( ) Concept of Operations

(1) ( ) General. Summarize the scope of airborne reconnaissance operations and the systems (platform, sensors, data links, and ground stations) and resources to be employed. State the general concept for conducting and controlling airborne reconnaissance operations.

(2) ( ) Commitment of Forces. Designate forces involved in conducting and supporting airborne reconnaissance operations.

b. ( ) Tasks. In separate subparagraphs, assign detailed tasks and responsibilities to be performed by each subordinate command to implement this plan.

c. ( ) Coordinating Instructions. Include information and procedural guidance necessary to coordinate airborne reconnaissance operations. Include:

(1) ( ) Liaison and communication requirements between commands.

(2) ( ) Requirements for coordination with national strategic plans or programs.

(3) ( ) Survivability criteria or procedures.

(4) ( ) Procedures to enable retasking inflight.

d. ( ) Operating Authorities. Establish any special operating authorities or constraints, such as overflight restrictions, forward basing options, closest point of approach, or weather minimums that are not otherwise covered in Appendix 8.

e. ( ) Targeting. Refer to Annex B for procedures used to submit penetrating (over-flight) and standoff airborne reconnaissance objectives and to determine priorities. Summarize tasking requirements or responsibilities. State any special requirements for employing specific types of sensors. Provide guidance or special procedures for preplanned reconnaissance. Summarize any sensor/data link limitations or special considerations.

f. ( ) Processing. Establish special requirements, time lines, or procedures for processing mission products. Refer to Annex B for more details.

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**CLASSIFICATION****Figure A2.45. Continued.**



**CLASSIFICATION**

4. ( ) ADMINISTRATION AND LOGISTICS

a. ( ) Logistics. Provide instructions for procedures and responsibilities such as providing mobile processing centers, transport of mission take (product), or other special support requirements.

b. ( ) Administration. Provide instructions for submitting administrative reports. Include specific procedures for reporting airborne reconnaissance mission information and operations data, such as OPREPs. For intelligence reporting, refer to Annex B.

5. ( ) COMMAND AND SIGNAL

a. ( ) Command Relationships. Refer to Annex J.

b. ( ) C3 Systems. List any special systems and procedures required for the command and control of airborne reconnaissance operations. Refer to Annex K for more detail on C3 systems.

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**CLASSIFICATION**

**Figure A2.45. Continued.**

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APPENDIX 10 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)  
COUNTER-COMMAND, CONTROL, AND COMMUNICATIONS (U)

- ( ) REFERENCES: List documents pertinent to this appendix, but avoid documents used just for peacetime.
1. ( ) SITUATION
- a. ( ) Enemy. Refer to Annex B for the basic enemy situation. Highlight critical elements and vulnerabilities of enemy C3 systems, operations, and arrangements.
- b. ( ) Friendly. List the organizations that are not sub-ordinate to this command and the specific tasks assigned to each for supporting the counter-C3 actions envisaged in this plan.
- c. ( ) Assumptions. List any assumptions not reflected in the basic plan that are necessary for executing this appendix.
- d. ( ) Resource Availability. List resource availability for the Counter-C3 mission.
- e. ( ) Planning Factors. Describe any planning factors important to the conduct of the Counter-C3 mission.
2. ( ) MISSION. Indicate how counter-C3 activities support accomplishing the mission assigned in the basic plan.
3. ( ) EXECUTION
- a. ( ) Concept of Operations
- (1) ( ) General. Summarize the overall concept for denying the enemy effective command and control by preserving secrecy about friendly intentions and capabilities, influencing enemy plans and actions, disrupting enemy coordination and control of forces, and destroying enemy C3 facilities. Show how the initiative will be gained, superiority achieved, surprise attained, security maintained, and tactical exploitation accomplished.

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**CLASSIFICATION**

**Figure A2.46. Format for Counter-C3 Appendix.**

**CLASSIFICATION**

(2) ( ) Phasing. Outline the counter-C3 activities envisaged in each phase of the operation (planning, preparatory, execution, and post-execution). Show the sequence of activities of each phase keyed to the start of the phase. Provide a detailed, time-phased guide or checklist for executing the counter-C3 concept.

b. ( ) Tasks. Assign tasks to the specific command and subordinate staffs/units for the development, approval, and phased implementation of planned counter-C3 operations.

c. ( ) Coordinating Instructions

(1) ( ) Integration. Provide detailed instructions, as required, for integrating the employment of destructive, jamming, deception, and OPSEC means of accomplishing counter-C3 actions.

(2) ( ) Coordination. Establish detailed requirements for facilitating coordination, such as, intelligence, identifying staff points of contact, command and control, planning cells, liaison, etc.

(3) ( ) Security. Establish or reference any special security or handling requirements for the counter-C3 planning and actions envisaged by this appendix.

4. ( ) ADMINISTRATION AND LOGISTICS

a. ( ) Logistics. Identify any specialized equipment supply requirements.

b. ( ) Administration. Reference any required administrative reports. Reference operational reporting requirements necessary to effectively monitor counter-C3 actions.

c. ( ) Personnel. Identify any requirements for specialized personnel qualifications and augmentation.

5. ( ) COMMAND AND SIGNAL

a. ( ) Command Relationships. Establish any special procedures required for the command and control of counter-C3 actions.

b. ( ) C3 Systems. Establish any special requirements for C3 systems to support counter-C3 actions. Refer to Annex K for more details on C3.

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**CLASSIFICATION**

**Figure A2.46. Continued.**

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APPENDIX 11 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)  
AIR BASE OPERABILITY (U)

( ) REFERENCES: List documents that contribute information to, are cross-referenced in, or clarify air base operability (ABO) operations (e.g., AFI 10-212, WMP-1, AFMAN 32-405, etc.).

1. ( ) SITUATION

a. ( ) Enemy. Refer to Annex B and state the probable air and ground threats to the installation or site. Specify whether surface-to-surface ballistic missiles are a threat and ensure geographically separated units (GSU) (i.e., mobile radar units) are included in the threat assessment. Specify whether the enemy threat is considered conventional, biological, chemical, or nuclear in nature.

b. ( ) Friendly. Refer to Annex A and list the general tasks of friendly forces (to include allied and host nation), commands, or government agencies that directly support ABO. Refer to tabs for specific forces and tasks that support the defend through support functions.

c. ( ) Assumptions. List assumptions not stated in basic plan that affect ABO operations. The assumptions must be based on anticipated attack or environmental conditions that could have a significant impact on mission operations. Specify the anticipated level of base operations (bare base or collocated operating base), unit resources, host or allied support, weather restrictions, and length of preparatory time before hostilities commence.

d. ( ) Resource Availability. Describe resources critical to ABO operations (if not addressed elsewhere in the OPLAN) and their anticipated availability according to prepositioned stockage and TPFDD flow plan. Reference appropriate annexes or appendices.

e. ( ) Planning Factors. List any planning factors significant to ABO operations not covered elsewhere in the OPLAN.

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**Figure A2.47. Format for Air Base Operability Appendix.**

**CLASSIFICATION**

2. ( ) MISSION. The mission of ABO is to support the mission stated in the basic plan by integrating all base functions to defend against, mitigate the effects of, and recover from hostile actions.

3. ( ) EXECUTION

a. ( ) Concept of Operations. Describe the ABO multifunctional approach to keeping an installation operating despite enemy attack in support of this OPLAN.

b. ( ) Tasks. ABO depends on numerous functional area tasks through established agencies and programs to build, sustain, and restore combat capability before, during, and after a contingency.

(1) ( ) Passive Defense. Briefly describe passive defense capabilities. Provide specific guidance on (1) camouflage, concealment, and deception (CCD)--include the concept of operations and employment plan for CCD-unique equipment (i.e., smoke generators, false operating surfaces, and decoys), (2) coordination of dispersal operations, (3) nuclear, biological, chemical (NBC), and conventional warfare defense (refer to Tab C to Appendix 2 to Annex C), and (4) defensive construction. Within the defensive construction section, provide guidance on "as built" hardening and expedient hardening. Annotate "NA" as appropriate.

(2) ( ) Recover. Briefly summarize the recover capabilities. Refer to Tab C, Recover, for specific capabilities, limitations and shortfall workarounds of damage assessment; damage repair; fire, crash, and rescue; explosive ordnance disposal; and medical care (refer to Annex W and Q). Annotate "NA" as appropriate.

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**CLASSIFICATION**

**Figure A2.47. Continued.**

**CLASSIFICATION**4. ( ) ADMINISTRATION AND LOGISTICS

a. ( ) Logistics. Identify specialized equipment, support and resupply requirements, and sources in the appropriate tab. If the sources of supply change during the transition from peacetime to wartime operations, specify both sourcing chains. Provide disposition instructions or references for ABO related materials (i.e., chemical warfare defense equipment and CCD unique equipment items).

b. ( ) Administration. Refer to the appropriate tab and describe locally required ABO related reports and specify "External reports will be submitted as required and directed by functional area and higher headquarters directives."

c. ( ) Personnel. Identify requirements for specialized personnel qualifications and augmentation in the appropriate tab. Ensure personnel sourcing and training requirements are addressed for each required capability (i.e., rapid runway repair, NBC survey, unexploded ordnance (UXO) safing, bomb removal, etc.). Specify whether or not selective arming of the base populace is planned.

5. ( ) COMMAND AND SIGNAL

a. ( ) Command Relationships. Identify command relation-ships (to include decision levels) between participants tasked to employ this appendix. If relationships change during the transition from peacetime to wartime operations, specify both command and control chains. Outline the integration, through the Survival Recovery Center (SRC) or equivalent for nonflying units, of individual functional area and control center tasks. Specify whether the unit is responsible for the establishment of the SRC and the tie-in to the SRC if the unit is a tenant organization. Describe the physical proximity to one another, interaction, and unique requirements of the Wing Operations Center, SRC, Air Defense Control Post, and the Base or Joint Defense Operation Centers. Ensure SRC and functional area control center requirements and operations are addressed as appropriate.

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**CLASSIFICATION****Figure A2.47. Continued.**

**CLASSIFICATION**

b. ( ) C4 Systems. Describe the scope of communications and computer systems and procedures required to support ABO operations. Emphasize C4 systems, and base-wide warning and notification systems. Outline redundancy and alternate methods of communication. Refer to appropriate tab for specific functional area requirements.

t/  
General, USAF  
Commander in Chief  
USAFE

Tabs:

A--Passive Defense  
B--Recover

**NOTE:** Only Tab A is provided as a sample format.

OFFICIAL:

s/  
t/  
Colonel, USAF  
Position

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**CLASSIFICATION**

**Figure A2.47. Continued.**

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TAB A TO APPENDIX 11 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)  
DEFEND (U)

- ( ) REFERENCES: List documents which contribute information to, are cross referenced in, or clarify this tab if not referenced in the basic plan or Annex C.

1. SITUATION

- a. ( ) Enemy. Briefly summarize the enemy situation as it applies to the planning objectives of the particular ABO function. Refer to Annex B.
- b. ( ) Friendly. Identify host nation, allied, other service, READY program, and other forces available to assist assigned forces in the performance of the particular ABO function. Refer to the ABO appendix or functional agency tab, appendix, or annex, as appropriate.
- c. ( ) Assumptions. List assumptions on which the tab is based that are not reflected in the basic plan or paragraph 1c of this appendix. Provide appropriate references.

2. ( ) MISSION. Describe the mission of this particular ABO function in support of the mission stated in the basic plan and paragraph 2, this appendix.

3. ( ) EXECUTION

- a. ( ) Concept of Operations. Describe the particular ABO function's approach to building, sustaining, or restoring combat capability. Ensure planning addresses nonstandard contingencies.
- b. ( ) Tasks. Concisely list tasks assigned to each organization or agency supporting or supported by this tab if not previously outlined in the basic plan or paragraph 1b of this appendix. Provide appropriate references.

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**CLASSIFICATION**

**Figure A2.48. Format for Active Defense Tab.**



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4. ( ) ADMINISTRATION AND LOGISTICS

a. ( ) Logistics. Identify sources of supply for mission essential ABO items and specialized equipment if not adequately addressed in the basic plan or appropriate annex. Outline alternate supply means and shortfall workarounds as necessary. Provide appropriate references.

b. ( ) Administration. Describe locally required reports related to this particular ABO function if not adequately addressed in the basic plan or appropriate annex. Provide appropriate references.

c. ( ) Personnel. Identify requirements for specialized personnel qualifications, augmentation, and training if not adequately addressed in the basic plan or appropriate annex. Provide appropriate references.

5. ( ) COMMAND AND SIGNAL

a. ( ) Command Relationships. Unless adequately addressed in the basic plan, appropriate annex, or paragraph 5a of this appendix, identify command relationships (to include decision levels) between participants tasked to employ the function of this tab. Outline the integration of the particular ABO function with the other ABO components, especially in terms of SRC interaction. Include procedures for obtaining, providing, or coordinating support requirements. Provide appropriate references.

b. ( ) C3 Systems. If not adequately addressed in the basic plan, appropriate annex, or paragraph 5b of this appendix, describe the specific communications and computer systems and procedures required to support this particular ABO function. Outline redundant and alternate methods of communications. Provide appropriate references.

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**CLASSIFICATION**

**Figure A2.48. Continued.**



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APPENDIX 12 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)  
VISUAL INFORMATION AND COMBAT CAMERA DOCUMENTATION (U)

- ( ) REFERENCES: List pertinent regulations, manuals, related plans and other relevant documents or governing policies that relate to the combat operation or theater covered. Avoid peacetime documents.
1. ( ) SITUATION
- a. ( ) Enemy. Refer to Annex B.
- b. ( ) Friendly. List other sources of visual information (VI) and combat camera documentation outside this command.
- c. ( ) Assumptions. List assumptions upon which the described combat camera and VI support capabilities or limitations are based. State the impact if an assumption does not materialize as expected.
- d. ( ) Resource Availability. Define VI and combat camera unique resource availability. Include the following:
- (1) ( ) VI Resources. Manpower authorizations functionally coded 3VXX, equipment authorized in Tables of Allowances TA-629 and TA-778, and personnel and equipment deployed under unit type code (UTC) XFMXX.
- (2) ( ) Combat Camera Documentation Resources. Special mission forces (video, photojournalism, and motion picture teams) assigned to the Air Combat Camera Service (AIRCCS), the central manager for Air Force combat camera.
- (3) ( ) Combat Visual Information Support Center (CVISC). A visual information support facility located at a base of operations during wartime or contingency (including exercises) to provide VI service to the base and its supported elements. CVISCs have a corollary combat camera documentation mission.

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**CLASSIFICATION**

**Figure A2.49. Format for Visual Information and Combat Camera Documentation Appendix.**

**CLASSIFICATION**

- (4) ( ) Armament Delivery Recording (ADR). Refer to Tab C to this appendix.
- e. ( ) Planning Factors. List planning factors affecting the employment of VI and combat camera documentation support.
2. ( ) MISSION. Clearly and briefly state the mission and purpose of both combat camera and CVISC services for supporting the basic plan.
- a. ( ) Guiding Principles. Highlight selected policies, doctrines, or procedures which are in the references but need particular emphasis. State completely any procedures which have not been previously published but are to be followed in the operation.
- b. ( ) Planning. Explain that component combat camera planners establish wartime requirements through the Joint Operational Planning and Execution System (JOPES). State that validated requirements for combat camera forces are included in the component portion of OPLANs and OPORDs. Explain that combat camera forces will be tasked by unit type code (UTC) based upon specific mission capability requirements.
3. ( ) EXECUTION
- a. ( ) Concept of Operations. State success of combat camera documentation is dependent on two primary factors. Access must be given to document significant events as they occur, regardless of classification or sensitivity. Rapid distribution of combat camera products both inside and outside the theater of operations is essential to its effective exploitation.
- (1) ( ) Organization. Specify how in-place and augmenting combat camera forces will be organized into a clearly defined structure (e.g. squadron, detachment, operating location, etc.). Explain the responsibilities of combat camera documentation forces in support of the specific plan. Include combat camera forces supporting joint combat camera taskings.
- (2) ( ) In-place Forces. Identify in-place combat camera forces and resources which will enable deploying forces to anticipate the level of support which will be made available.
- (3) ( ) Employment. Identify the employment concept for combat camera forces, based upon the nature of the threat and deployment and employment phases. State whether forces must be prepared for in-theater redeployment to forward locations.
- b. ( ) Tasks. State the primary combat camera tasks are: combat operations documentation, public affairs, psychological operations, training, and historical record. Assign tasks as appropriate in subparagraphs as required.

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**CLASSIFICATION****Figure A2.49. Continued.**

**CLASSIFICATION**

c. ( ) Collateral Tasks. State the collateral combat camera tasks include combat medical documentation and intelligence support. Assign tasks as appropriate in subparagraphs as required.

d. ( ) Policy. Provide guidance concerning levels of customer service to be provided such as: 24 hour manning, stock levels for supplies and spares, operating procedures, and level of cross-utilization training (CUT). Establish policies to facilitate access for aerial-qualified combat camera personnel which will facilitate flight planning and aircrew familiarization.

(1) ( ) Request Procedures. Provide procedures for users at all levels to request specific end products such as video operations reports, still photography, motion media briefing clips, historical records, etc.

(2) ( ) Distribution Procedures. Specify procedures for the distribution and dissemination of combat camera end products. Include a comprehensive distribution plan to ensure combat camera products are expedited to in-theater commanders and the Joint Combat Camera Center in the Pentagon for distribution to the JCS, DoD, and NCA. This plan should identify who will receive combat camera imagery and the types of imagery required. Ensure combat camera shipment/distribution requirements will be considered in other annexes.

(3) ( ) Classification Guidance. State that neither security classification, operations security (OPSEC), nor subject sensitivity should preclude combat camera coverage. Explain the rationale and spell out what special security classification or restrictions, if any, should be placed on handling or distributing combat camera products.

4. ( ) ADMINISTRATION AND LOGISTICS

a. ( ) Logistics. Spell out key logistical concepts including: expedited transportation of combat camera and ADR products (both intra- and intertheater) and how maintenance and spares will be managed for both combat camera and CVISC forces.

(1) ( ) Deploying Forces. State deploying forces must be able to logistically support their UTC mission capability statement for a 60 day period. Forces deployed on nonstandard UTCs or outside of the Joint Operational Planning and Execution System must deploy with 60 days of supplies.

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**CLASSIFICATION**

**Figure A2.49. Continued.**

**CLASSIFICATION**

(2) ( ) Logistical Sustainment. Identify if the plan being supported will require combat camera forces for longer than 60 days. State that centralized CONUS logistical sustainment will be required through the Army Television-Audio Support Agency (T-ASA) for operations lasting longer than 60 days, and the Air Force will need to establish funding and procedures.

b. ( ) Administration. Provide guidance for combat camera situation reports, interim actions, and after action report requirements.

c. ( ) Support Planning Responsibilities. Specify which combat camera units will provide inputs to base support plans and, if applicable, U.S./host nation agreements such as joint support plans.

5. ( ) COMMAND AND SIGNAL

a. ( ) Command Relationships. Address the specific command and control relationships which exist, and how combat camera and CVISCs will be integrated into the existing structure.

(1) ( ) Operational Control. Operational control of AIRCCS special mission forces will be exercised by the air component commander through the designated Air Force combat camera officer.

(2) ( ) Command and Administrative Control. State that AIRCCS will retain command and administrative control over AIRCCS forces, as well as responsibility for equipping these forces.

(3) ( ) Other Control Interrelationships. Specify how theater commanders will be advised of combat camera capability and how the air component will assist the supported unified command J-3 combat camera representative. State if the supported unified command has designated the air component to provide an experienced officer as the unified command J-3 combat camera representative. Include information on combat camera liaison positions established with supporting command agencies (such as airlift and strategic forces) and the host nation (if appropriate), defining their purpose and authority.

b. ( ) C3 Systems. Identify C3 systems requirements peculiar to VI and combat camera documentation. Refer to Annex K.

Tabs:

- A--Combat Camera Customer Support Requirements
- B--Organization of Combat Camera Forces
- C--Combat Camera Product Flow
- D--Armament Delivery Recording

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**CLASSIFICATION**

**Figure A2.49. Continued.**

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TAB A TO APPENDIX 12 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)  
COMBAT CAMERA CUSTOMER SUPPORT REQUIREMENTS (U)

( ) REFERENCES: Cite the documents necessary for a complete understanding of this tab.

1. ( ) MISSION PRIORITIES. State that combat camera forces provide the supported CINC and air component commander with trained personnel, capable equipment and logistical expertise to meet anticipated wartime requirements. The supported CINC and air component commander establish combat camera mission priorities. Priorities will shift as the combat situation changes, thus combat camera forces must maintain the capability for responsive customer support of any one or combination of missions.
2. ( ) REQUEST PROCEDURES. Provide procedures for users at all levels to request specific and products. Explain the difference between organizations with the authority to task combat camera resources and those who can only request. Provide procedures for customers to send Military Service (e.g. Navy, Army, Marines, and Air Force) unique taskings and requests directly to other component commands.
3. ( ) DISTRIBUTION PROCEDURES. Specify procedures for the distribution and dissemination of combat camera end products. Include a comprehensive distribution plan to ensure combat camera products are expedited to the supported CINC, in-theater commanders, and the Joint Combat Camera Center (JCCC) in the Pentagon for distribution to the JCS, DoD, and NCA. Identify who will receive combat camera imagery and the types of imagery required. Explain in detail the theater procedures and restrictions, if any, on the transmission of combat camera products to the JCCC and other out of theater military agencies.
4. ( ) RELEASE AND CLASSIFICATION OF COMBAT CAMERA PRODUCTS. State that combat camera products are used by key decision makers at all levels of command and its classification or sensitivity at all levels of command and its classification or sensitivity must not interfere with thorough documentation. State combat camera products are not released through public affairs or information programs without the approval of the supported CINC.

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**Figure A2.50. Format for Combat Camera Customer Support Requirements Tab.**

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5. ( ) CUSTOMER REQUIREMENTS. State that combat camera forces are tasked to provide the following documentation (when listing other requirements include specific products such as color prints, video clips, etc., as well as time lines, e.g. within 24 hours, etc.):
- a. ( ) Combat Operations Documentation. State the analysis and evaluation of images depicting the deployment and employment of combat forces and lessons learned assists commanders at all levels and the NCA in the operational decision making process. Identify subjects to be documented will include: battlefield damage of friendly equipment to give tacticians immediate information to develop countermeasures; documentation depicting the effectiveness of friendly weapons and enemy vulnerabilities; visuals of military operations for theater and NCA decision making purposes; and initial battle engagements of new weapons and support systems and revised tactics for validation of doctrine. List other requirements.
  - b. ( ) Public Affairs. State documentation is needed by commanders to keep personnel informed on what is expected of them and how they support the mission, and to keep the public informed as to an operations progress. List other requirements.
  - c. ( ) Psychological Operations. State products are needed to successfully support psychological operations such as: countering enemy disinformation programs and achieving the political and diplomatic goals of a CINC's military options by visually depicting US resolve in a region. List other requirements.
  - d. ( ) Training. State imagery is needed to develop effective training programs on the theater of operations as well as changes in tactics or operational and maintenance procedures which can be rapidly disseminated. List other requirements.
  - e. ( ) Historical Record. State a permanent visual record is needed for historical purposes such as internal and external audiences, after action reports and lessons learned, books, magazine articles, and motion media productions. List other requirements.
  - f. ( ) Legal Support. State imagery is needed for documenting Law of Armed Conflict (LOAC) violations or alleged violations for future legal prosecution or defense, and substantiating claims against or be foreign governments of actions taken by US personnel. List other requirements.
  - g. ( ) ADR Exploitation. State combat camera forces, under the operational control of the COMAFFOR, are tasked to manage the collection, duplication, and distribution of ADR imagery for operational, intelligence, and, when appropriate, public affairs purposes. List specific requirements (reference the ADR Tab to this appendix).

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**CLASSIFICATION****Figure A2.50. Continued.**



**CLASSIFICATION**

- h. ( ) Combat Medical Documentation. State imagery is needed of combat medical operations including documenting the trauma treatment of combat casualties for training rear area medical staffs, and mortuary support such as the near-real-time transmission of fingerprints and dental photos by electronic still media. List other requirements.
- i. ( ) Intelligence Support. State imagery is needed for battle damage assessment to complement ADR imagery, and documenting enemy positions before and after battle. List other requirements.
- j. ( ) Other. List other requirements.

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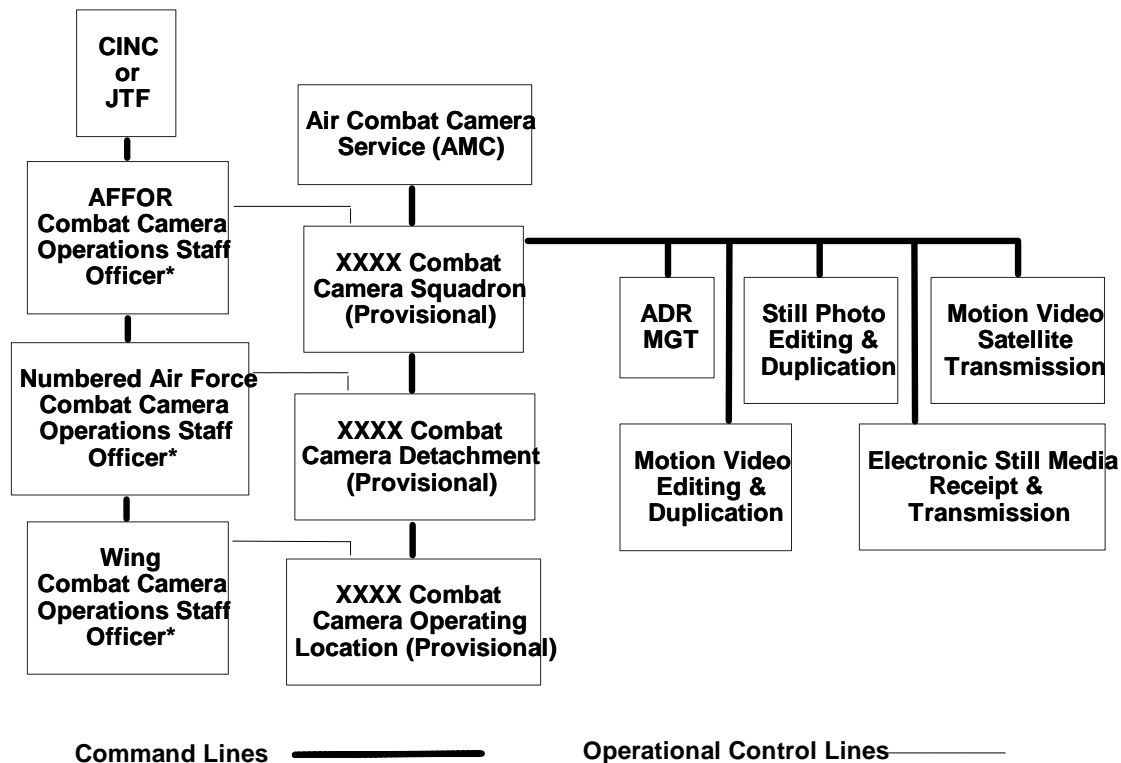
**Figure A2.50. Continued.**

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TAB B TO APPENDIX 12 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)  
ORGANIZATION OF COMBAT CAMERA FORCES (U)

(The following is an example, modify as needed)



\*Note: Combat Camera documentation unit commanders or chiefs also serve as integral members of the operationally supported commanders battlestaffs.

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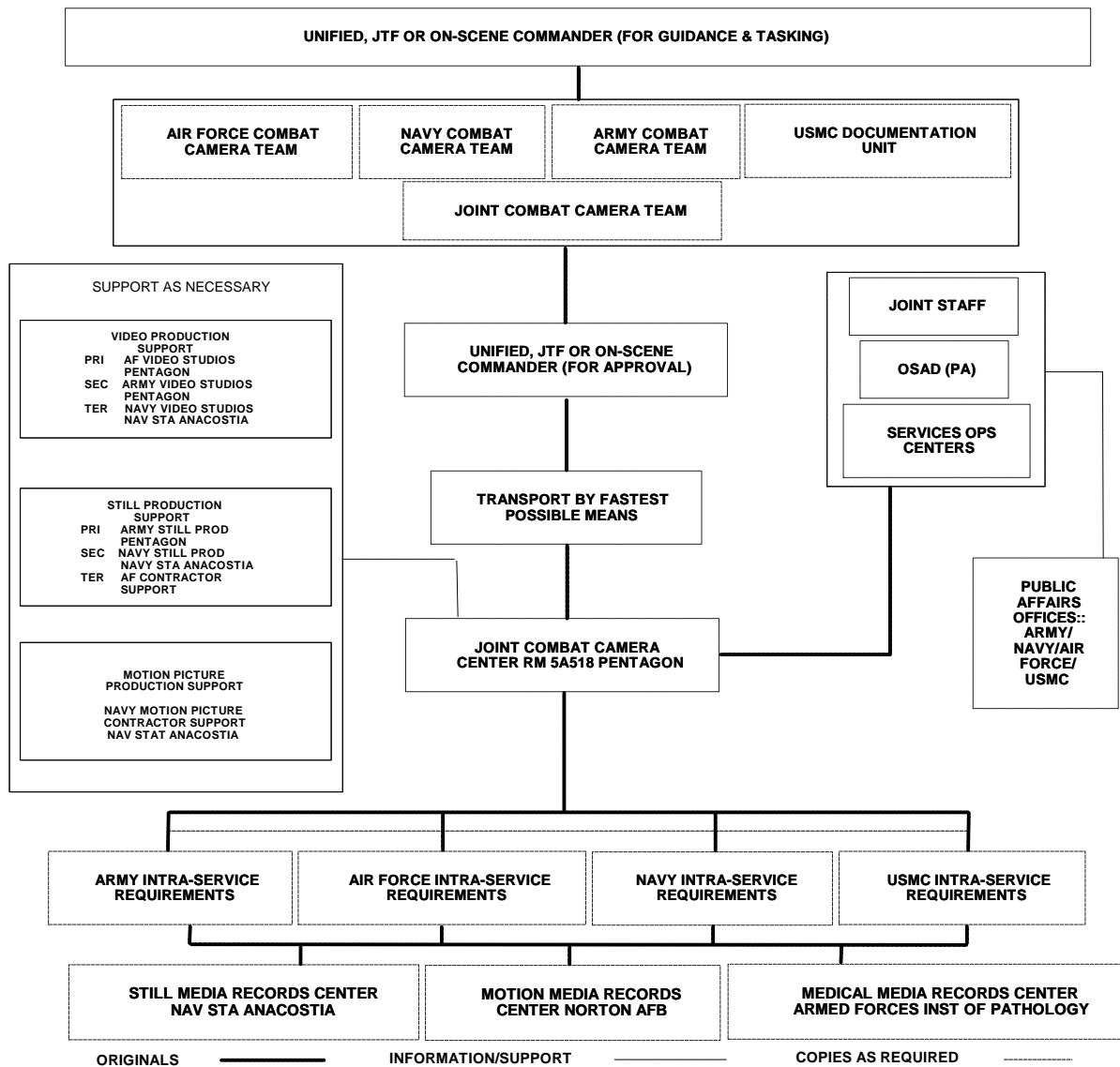
Figure A2.51. Format for Organization of Combat Camera Forces Tab.

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## TAB C TO APPENDIX 12 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U) COMBAT CAMERA PRODUCT FLOW (U)

### COMBAT CAMERA PRODUCT FLOW



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Figure A2.52. Format for Combat Camera Product Flow Tab.

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TAB D TO APPENDIX 12 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)  
ARMAMENT DELIVERY RECORDING (U)

( ) REFERENCES: List pertinent regulations, manuals, related plans, and other relevant documents or governing policies. Include appropriate DoD and Air Force ADR instructions.

1. ( ) GENERAL

a. ( ) Objectives

(1) ( ) State the objectives of the Armament Delivery Recording (ADR) program are training, testing, and providing an immediate evaluation of weapon system effectiveness and accuracy of ordnance deliveries through the use of airborne video and motion picture camera systems.

(2) ( ) State the ADR program also has the fundamental objectives of supporting the unified, specified, and component commanders combat operations documentation, psychological operations, public affairs (when appropriate), and intelligence requirements at the theater and component level, as well as supporting NCS, JCS, and DoD requirements at the national level.

b. ( ) Policy

(1) ( ) State the procedures in this tab apply to all Air Force units with ADR capability.

(2) ( ) State that combat units must be able to provide high quality ADR imagery to support the requirements of the originating combat unit, the unified and specified command or JTF commander, air component commander, and the NCA, JCS, and DoD.

(3) ( ) State that air component commander significant ADR imagery includes: weapons delivery against targets (including misses); air-to-air engagements showing enemy aircraft being hit or missed; images which may not be the primary target but have intelligence value; that which shows weapon systems effectiveness; and that deemed appropriate by the originating combat unit.

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**CLASSIFICATION**

**Figure A2.53. Format for Armament Delivery Recording (ADR) Tab.**

**CLASSIFICATION**

2. ( ) CONCEPT OF OPERATIONS.

- a. ( ) State the Air Force combat camera squadron will manage the component-level ADR program, under the operational control of the COMAFFOR, to exploit all ADR imagery.
- b. ( ) State which combat camera units or forces have been tasked with supporting the requirements of this plan.
- c. ( ) State combat units with ADR capability manage their internal ADR programs, providing significant original ADR imagery to support the component-level ADR program.
- d. ( ) State the combat camera squadron will receive the significant original ADR imagery and edit, duplicate, distribute, and transmit imagery as directed by the component and theater commanders.

3. ( ) RESPONSIBILITIES

- a. ( ) Originating Combat Unit. State the following responsibilities:

- (1) ( ) State combat units will provide a high quality copy of the original of significant ADR imagery to the combat camera squadron in an expeditious manner. Include that units should establish procedures to duplicate video imagery with the assistance of their combat visual information support centers. State original ADR film imagery should be processed and duplicated locally, whenever possible, and the original ADR film will be forwarded.

- (2) ( ) State significant ADR imagery forwarded will include an intelligence summary containing the following information as a minimum: originating combat unit and weapon system; complete target identification; weapon(s) used and tactics; date and time of event shown; and a short narrative of target significance, and any other pertinent information.

- (3) ( ) State combat units are responsible for providing sufficient videotape and film supplies to support their taskings under this plan.

- (4) ( ) Other.

- b. ( ) Combat Camera Squadron. State the following responsibilities:

- (1) ( ) State the combat camera squadron will receive, catalogue, edit, duplicate, and distribute ADR imagery to support air component and theater requirements, as well as those of the NCA, JCS, and DoD.

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**CLASSIFICATION**

**Figure A2.53. Continued.**

**CLASSIFICATION**

(2) ( ) State combat camera equipment must be capable of: using all formats of Air Force ADR videotape; accomplishing film transfer to videotape; electronically blanking out classified telemetry data present on the viewing portion of the tape (if the theater commander authorizes public release); and making high quality duplicates.

(3) ( ) State original ADR imagery will be maintained until final disposition instructions are given by the theater commander.

(4) ( ) State complete shipping instructions will be provided to all combat units.

(5) ( ) State the support forces must be capable of supporting all customer requirements as stated in Tab A.

(6) ( ) Other.

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**CLASSIFICATION**

**Figure A2.53. Continued.**

**CLASSIFICATION**

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1 April 1993

APPENDIX 13 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)  
NONCOMBATANT EVACUATION OPERATIONS (U)

- ( ) REFERENCES:
- a. DoD Directive 5100.51, "Protection and Evacuation of US Citizens and Certain Designated Aliens in Danger Areas Abroad" (short title: "Noncombatant Evacuation").
  - b. Cite all documents necessary for a complete understanding of this appendix.
1. ( ) SITUATION
- a. ( ) Enemy. Refer to Annex B, Intelligence. Assess the impact of the enemy's capability to disrupt the flow of noncombatants, e.g., loss of marshaling areas.
  - b. ( ) Friendly. Include non-US military forces and US civilian agencies, such as the American Red Cross or other humanitarian organizations, that will support the processing and returning of noncombatants. Also, identify and define expected host nation support. Identify PSYOP capabilities required to support opposed or unopposed evacuation, e.g., loudspeakers, linguists, personnel who understand the culture of people along evacuation routes.
  - c. ( ) Assumptions. List all assumptions on which this planning is based. When planning NEO flow, assume a worst case scenario. No assumption will be made regarding proposed safe haven and/or overflight agreements with any country. Use only ratified treaties and agreements in the planning process.
  - d. ( ) Resources Availability. Identify resource availability for the performance of NEO.
  - e. ( ) Planning Factors. List planning factors for NEO.
2. ( ) MISSION. Briefly state the mission of NEO in support of this OPLAN and as tasked in the reference a listed above to support the Departments of State and Defense in the evacuation of non-combatants from areas of conflict.

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DECLASSIFY ON:

C-13-1

**CLASSIFICATION**

**Figure A2.54. Format for Noncombatant Evacuation Operations Appendix.**

**CLASSIFICATION**3. ( ) EXECUTION

a. ( ) Concept of Operations. Summarize the intended course of action and state the general concept for the processing and returning of noncombatants. In separate numbered subparagraphs, provide specific guidance on the following, as applicable:

- (1) ( ) Marshaling sites (primary and alternate).
- (2) ( ) In-theater (country) movement.
- (3) ( ) In-theater processing.
- (4) ( ) Airlift evacuation.
- (5) ( ) Sealift evacuation.
- (6) ( ) Use of safe havens.
- (7) ( ) OPSEC planning guidance when hostile action against evacuees is possible.

b. ( ) Tasks. In separate numbered subparagraphs, assign specific tasks to each subordinate unit with responsibilities for processing and returning of noncombatant evacuees. Indicate responsibility for as many of the following as applicable:

- (1) ( ) Initial and subsequent processing of noncombatant evacuees.
- (2) ( ) In-theater movement.
- (3) ( ) Establishment and operation of centralized in-theater processing centers.
- (4) ( ) Debriefing program (if required).
- (5) ( ) Airlift and sealift evacuation to the United States. (Cross-reference Annex D, Logistics.)
- (6) ( ) Airlift and sealift evacuation to a safe haven. (Cross-reference Annex D, Logistics.)

c. ( ) Coordinating Instructions. This subparagraph will include, but need not be limited to:

- (1) ( ) Items common to two or more subordinate commands.

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**CLASSIFICATION**

**Figure A2.54. Continued.**



**CLASSIFICATION**

- (2) ( ) Coordination with adjacent commands and civilian agencies, including US diplomatic missions.
- (3) ( ) Agreements with the host country, allied forces, and US Government and nongovernmental agencies.
- 4. ( ) ADMINISTRATION AND LOGISTICS. Provide guidance for furnishing logistic and administrative support for processing and returning of noncombatant evacuees. The TPFDD will include (a) estimates of nonunit cargo and personnel movements to be conducted concurrently with the deployment of forces and (b) retrograde/NEO personnel movement data. Annex D to this document contains specific guidance regarding the inclusion of NEO in movement planning as well as the OPLAN's TPFDD. As appropriate, include guidance on the following:
  - a. ( ) Processing sites.
  - b. ( ) Intratheater airlift and sealift support.
  - c. ( ) Load factors.
  - d. ( ) Reporting. (Refer to JCS Pub 1-03.5.)
  - e. ( ) Medical care and treatment. (Cross-reference to Appendix 3 to Annex D.)
  - f. ( ) Assignment of returnees to designated CONUS reception centers in accordance with OSD and JCS guidance.
  - g. ( ) Conditions under which noncombatant evacuees may be interviewed by representatives of the news media or information regarding returnees may be released to the media. (Cross-reference to Annex F.)
- 5. ( ) COMMAND AND SIGNAL
  - a. ( ) Command Relationships. Refer to Annex J.
  - b. ( ) C3 Systems. Summarize the C3 systems and procedures required to coordinate and carry out NEO. Refer to appropriate sections of Annex K.

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**CLASSIFICATION**

**Figure A2.54. Continued.**

**CLASSIFICATION**

HQ USAFE  
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1 April 1993

APPENDIX 14 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)  
ESCAPE AND EVASION OPERATIONS (U)

- ( ) REFERENCES: List applicable regulations, manuals, and relevant documents which provide users essential information for planning and executing the operation.
1. ( ) SITUATION. Refer to the basic plan and include any additional information that could affect the escape and evasion (E&E) operation.
- a. ( ) Enemy. Refer to the basic plan and Annex B, and include any additional information that could affect the prosecution of E&E missions.
- b. ( ) Friendly. Refer to the basic plan and include any existing E&E forces other than those tasked in this appendix that could have a E&E capability either as an assigned mission or as an inherent capability.
- c. ( ) Assumptions. List any assumptions not reflected in the basic plan that are applicable to E&E operations.
- d. ( ) Resource Availability. List resource availability.
- e. ( ) Planning Factors. List applicable planning factors.
3. ( ) MISSION. Include a statement of the tasks to be accomplished by E&E forces.
4. ( ) EXECUTION
- a. ( ) Concept of Operations. Provide a broad statement telling how the command provides the E&E support to meet commander's overall mission.
- b. ( ) Tasks. In separate subparagraphs, list the tasks assigned to each command element, unit or agency providing support to the plan. Ensure task assignments are sufficiently described to ensure understanding of all essential elements of the operation and support required.

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**CLASSIFICATION**

**Figure A2.55. Format for Escape and Evasion Operations Appendix.**

**CLASSIFICATION**

- c. ( ) E&E Planning Information. Provide guidance on the following topics, either in subparagraphs or in tabs.
  - (1) ( ) List the specific E&E tasks assigned to each subordinate commander.
  - (2) ( ) List the various ways planning requirements may be generated.
  - (3) ( ) State how and what type of E&E information and equipment will be provided.
  - (4) ( ) General guidance on E&E.
    - (a) ( ) E&E Environment.
    - (b) ( ) Use of E&E Aids.
    - (c) ( ) Recommended E&E Direction of Travel.
  - (5) ( ) Applicable Selected Area for Evasion (SAFE).
    - (a) ( ) Location and Description of SAFE.
    - (b) ( ) Contact Procedures at Point.
  - (6) ( ) Describe any special operational requirements, recovery, etc.
  - (7) ( ) Outline requirements for intelligence collection.
  - (8) ( ) Special techniques for identifying, assisting or evacuating escapees and evaders.
- 5. ( ) ADMINISTRATION AND LOGISTICS
  - a. ( ) Logistics. Include all logistic support responsibilities of friendly forces (reference subparagraph 2b above).
  - b. ( ) Administration. If reports are required, specify formats for preparation and time, methods and classification of submission.
- 3. ( ) COMMAND AND SIGNAL. Include all instructions applicable to E&E operations concerning recognition, identification, C3 systems, and related items.

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**CLASSIFICATION**

**Figure A2.55. Continued.**

**CLASSIFICATION**

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APPENDIX 18 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)  
TACTICAL AIRLIFT OPERATIONS (U)

(U) REFERENCES: List instructions, manuals, and documents which provide users essential information for planning and executing the operation.

1. ( ) SITUATION

a. ( ) Enemy. Include information on enemy capabilities which may have an impact on employment options or tactics for tasked forces in general and tactical airlift in particular. Refer to Annex B for more information on the enemy.

b. ( ) Friendly. Provide information on collateral responsibilities and support of friendly forces other than those subordinate units included in the task organization, which may directly affect the success of the stated mission, including:

(1) ( ) US and other friendly military forces possessing capabilities which are currently available to support or augment the theater assigned tactical airlift capability.

(2) ( ) Civilian agencies which may be tasked to support tactical airlift operations.

(3) ( ) Applicable command relationship agreements.

c. ( ) Resource Availability. List resource availability.

d. ( ) Planning Factors. List applicable planning factors.

2. ( ) MISSION. State the tactical airlift mission giving the basic mission, forces available, and theater conditions. Provide a concise statement of the objectives, for example: "Support US national objectives by providing sustained intratheater tactical airlift and by establishing air lines of communication in support of designated theater military operations."

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**CLASSIFICATION**

**Figure A2.56. Format for Tactical Airlift Operation Appendix.**

**CLASSIFICATION**

3. ( ) EXECUTION

a. ( ) Concept of Operations. Include brief descriptions of these aspects of operations:

- (1) ( ) Tactical airlift objectives.
- (2) ( ) Types of activities to be conducted.
- (3) ( ) Phases of operations.
- (4) ( ) Establishing the air lines of communication.
- (5) ( ) Forward operating location concept of operations.
- (6) ( ) Airlift planning factors.

b. ( ) Tasks. Specify tasks for each subordinate commander furnishing resources and accomplishing of objectives to support the tactical airlift concept of operations.

c. ( ) Coordinating Instructions. Include instructions applicable to two or more elements of command which are necessary for coordination or general conduct of operations.

4. ( ) ADMINISTRATION AND LOGISTICS. Provide detailed information covering all required logistics and administrative support not covered in the basic plan (see Annex D for more detailed guidance).

5. ( ) COMMAND AND SIGNAL

a. ( ) Command Relationships

- (1) ( ) Describe the command relationships unique to theater tactical airlift operations.
- (2) ( ) Provide detailed guidance for operational control to include:
  - (a) ( ) Normal procedures.
  - (b) ( ) Theater airlift command and control responsibilities and personnel requirements.

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**CLASSIFICATION**

**Figure A2.56. Continued.**

**CLASSIFICATION**

- requirements.
- (c) ( ) Tanker Airlift Control Element (TALCE), responsibilities, deployments and personnel
  - (d) ( ) Transferring operational control.
- b. ( ) C3 Systems. Refer users to Annex K for airlift communications requirements for deploying TALCE.

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**CLASSIFICATION****Figure A2.56. Continued.**

**CLASSIFICATION**

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APPENDIX 19 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)  
HISTORY DOCUMENTATION (U)

- ( ) REFERENCES:
- a. AFI 84-101, USAF History Program Policy and Requirements, 28 Apr 89.
  - b. AFI 84-102, Historical Operations in Contingency and War
- .

1. ( ) SITUATION

- a. ( ) Enemy. Refer to Annex B.
- b. ( ) Friendly. List other historical documentation efforts of allies, other services, etc., as appropriate.
- c. ( ) Assumptions. List assumptions affecting the plan.
- d. ( ) Resource Availability. List resource availability.
- e. ( ) Planning Factors. List applicable planning factors.

2. ( ) MISSION. The primary mission of historians is to collect and preserve documentation required to prepare accurate and comprehensive historical records of combat and combat support activities. Their secondary mission is to provide historical services directly supporting the conduct of combat and combat support operations.

3. ( ) EXECUTION

a. ( ) Concept of Operations. Historians provide historical coverage of pertinent operational and support activities. They must analyze, select, and preserve documentation which focuses on their unit/installation's mission.

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**CLASSIFICATION**

**Figure A2.57. Format for History Documentation Appendix.**

**CLASSIFICATION**b. ( ) Tasks(1) ( ) Air Force Historian (AF/HO)

- (a) Provides overall historical policy and guidance.
- (b) Coordinates historical tasking with the Department of Defense, Joint Chiefs of Staff, and USAF agencies.
- (c) Directs the deployment of Contemporary Historical Examination of Current Operations (CHECO) teams, as required.

(2) ( ) Air Component Historian

- (a) ( ) Plans and directs historical activities in close coordination with HQ USAF/HO and appropriate task force and subordinate commanders.

(b) ( ) Ensures all supported command OPLANs, orders and directives contain a History appendix which:

- 1. ( ) Identifies historian requirements at each installation within the area of responsibility (AOR). Each installation requires at least two historians to provide 24-hour coverage of operations.
  - 2. ( ) Supports the rapid deployment of historians into the AOR.
  - 3. ( ) Assigns deploying historians directly to the senior operational commander's immediate staff.

(c) ( ) Implements and manages the command history program, based on AFI 84-102 guidance, as directed by the air component commander.

(d) ( ) Provides historical guidance and assistance to the air component commander, his senior staff and subordinate organizations.

(e) ( ) Requests CHECO augmentation, when necessary.

(3) ( ) Unit Historian

(a) ( ) Deploy as tasked by higher headquarters.

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**CLASSIFICATION****Figure A2.57. Continued.**



**CLASSIFICATION**

(b) ( ) Advise senior commanders and staff officers of AFI 84-102 requirements, procedures and objectives.

(c) ( ) Collect, safeguard, and preserve documentation on the role of air power in support of operations. Analyze and select pertinent documents which focus on the unit/installation mission. Documentation may take any form: paper, microfilm, computer diskettes, photographs, taped or transcribed interviews, and so on.

(d) ( ) Conduct and record interviews with key personnel.

(e) ( ) Photograph flightline, maintenance, operational and support facilities upon arrival at deployed locations to provide baseline documentation against which to compare battle damage, modifications, and other changes; employ field-level microfilming techniques to preserve and transmit documents; and coordinate technical photographic support requirements such as field processing and transmission of film with Air Combat Camera Service (AIRCCS) combat camera teams.

(f) ( ) Prepare and forward in accordance with AFI 84-102 periodic historical reports (RCS: HAF-CHO(AR)8901) which organize, summarize, and transmit documentation focusing on command decisions, operations, maintenance, logistics, and other support.

(g) ( ) Provide historical services to support the conduct of operations.

(4) ( ) Supporting Commands

(a) ( ) Coordinate the deployment of all historians with AF/HO and air component historian.

(b) ( ) Ensure deploying historians have TOP SECRET security clearances.

(c) ( ) Ensure historians deploy with mobility support kits (see AFI 84-102, attachment 4) providing supplies for 30 days of operations.

(5) ( ) Installation Commanders. The senior commander at each location will provide office space and secure storage of classified material for historians.

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**CLASSIFICATION**

**Figure A2.57. Continued.**

**CLASSIFICATION**

c. ( ) Policy. To accomplish their mission, historians must fully examine unit/installation activities and observe closely the unit's decision-making processes. For that reason, deploying historians are assigned directly to the senior operational commander's immediate staff. Commanders will provide historians unrestricted access to command posts, operations centers, flightlines, maintenance shops, and other facilities as required, and make available all data needed to compile complete and accurate historical records. Commanders should not assign historians duties inconsistent with the timely performance of their primary duties.

4. ( ) ADMINISTRATION AND LOGISTICS

a. ( ) Logistics. Historians will deploy with adequate supplies to sustain operations for 30 days, and will requisition sustainment materials through the host installation's supply organization.

b. ( ) Administration. Historians prepare History Status Reports (RCS: HAF-CHO (AR)8902) in accordance with AFI 84-102.

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**CLASSIFICATION****Figure A2.57. Continued.**

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1 April 1993

APPENDIX 20 TO ANNEX C TO CINCUSAFE OPLAN 4123-93 (U)  
DIRECT TACTICAL COMMUNICATIONS SECURITY SUPPORT (U)

- ( ) REFERENCES:
- a. AFMD 3.
  - b. AFM 100-45, Volume II.
  - c. AIC Tactical Support Capabilities Plan.
  - d. AIC Direct Support Unit Plan.
  - e. Other references as required.
1. ( ) SITUATION
- a. ( ) Enemy. Refer to Annex B.
  - b. ( ) Friendly. List allied or other service related activities operating in parallel with this appendix.
  - c. ( ) Assumptions. List assumptions affecting the plan.
  - d. ( ) Resource Availability. List resource availability.
  - e. ( ) Planning Factors. List applicable planning factors.
2. ( ) MISSION. Briefly state the mission of Air Intelligence Agency (AIC) direct tactical communications security support (DTCSS) in relation to the mission stated in the basic plan.
3. ( ) EXECUTION
- a. ( ) Concept of Operations. Include the concept under which AIC DTCSS forces are organized and trained to provide tactical commanders with information concerning probable or possible intelligence losses due to use of unsecured communications or misuse of communications procedures or equipments.

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**CLASSIFICATION**

**Figure A2.58. Format for Direct Tactical Communications Security Support Appendix.**

**CLASSIFICATION**

- b. ( ) Tasks. List the tasks for each echelon of AIC DTCSS forces to be utilized to support of the OPLAN.
  - c. ( ) Coordinating Instructions. Provide any special coordinating instructions to facilitate the integration of AIC activities within the command. Include coordination requirements for deployment and employment of AIC DTCSS forces, classification guidelines, reporting procedures, etc.
4. ( ) ADMINISTRATION AND LOGISTICS
- a. ( ) Logistics. Include general procedures and responsibilities for equipping, transporting, and maintaining personnel and equipment. Provide detailed logistics guidance and requirements in the Logistics Annex.
  - b. ( ) Administration. Include the administration procedures that apply prior to, during, and after deployment of AIC DTCSS forces.
5. ( ) COMMAND AND SIGNAL
- a. ( ) Command Relationships. Define command relationships for command and control of AIC DTCSS forces supporting the OPLAN as stated in AIC direct support unit plan.
  - b. ( ) C3 Systems. Define any unique communications resources required, and assign responsibility for obtaining the equipment, communications paths, power sources, and maintenance requirements. Detailed communications guidance and requirements will be contained in Annex K.

C-20-2

**CLASSIFICATION****Figure A2.58. Continued.****CLASSIFICATION**

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1 April 1993

ANNEX D TO CINCUSAFE OPLAN 4123-93 (U)  
LOGISTICS (U)

- ( ) REFERENCES: List other plans, SOPs, and guidance documents pertinent to logistics in support of this plan.
1. ( ) SITUATION
- a. ( ) Enemy. Refer to Annex B.
- b. ( ) Friendly. List the organizations that are not subordinate to this command and the specific tasks assigned to each in support of the logistical operations to the plan.
- c. ( ) Assumptions. State realistic assumptions and consider the impact of current operations on logistics capabilities. If a logistic assumption is of such significance as to influence the validity of the overall concept, then include that assumption also in the assumptions paragraph of the OPLAN and address alternatives to it.
- d. ( ) Resource Availability. Identify significant competing demands for logistic resources where it is anticipated that requirements may exceed resources. Include recommended solutions within resource levels made available for planning, if there are any. Include data generated from IPSS in this paragraph when applicable. Include reasonably assured HNS in all assessments.
- e. ( ) Planning Factors. Use approved expenditure per sortie factors contained in the WMP-5 and other USAF documents except where theater experience or local conditions dictate otherwise. Identify the factors use when deviating from standard and approved USAF planning factors, and the reason for such use.
2. ( ) MISSION. State in a clear, concise statement the logistics objectives in support of the basic plan.

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**CLASSIFICATION**

**Figure A2.59. Format for Logistics Annex.**

**CLASSIFICATION**3. ( ) EXECUTION

a. ( ) Concept of Logistic Support. State the logistic concept for support operations to implement the plan, including host nation support (HNS).

b. ( ) Tasks. Assign logistic support responsibilities to lower echelon commanders for preparing supporting plans where appropriate.

4. ( ) ADMINISTRATION AND LOGISTICSa. ( ) Logistics

(1) ( ) Supply and Distribution. Summarize the following in coordination with other service component commanders if different from standard planning factors. Place detailed discussions in the Appendix 7. Listings of supply depots, terminals, and LOCs should be tabs to the appendix.

(a) ( ) Distribution and Allocation

1. ( ) Identify the main and alternate supply depots or points of supporting terminals to be used or considered.

2. ( ) Identify the specific type of unit, base, or area to which prepositioned logistics resources have been allocated.

3. ( ) Identify existing aerial ports and the known or estimated throughput capability. Indicate the time-phased expansion necessary to support the plan.

4. ( ) Indicate the priorities (US Air Force precedence rating and Force or Activity Designator (FAD) assigned by US Air Force) and the requisitioning policies and procedures.

(b) ( ) Level of Supply

1. ( ) Indicate the time-phased operating and safety levels required to support the plan.

2. ( ) Indicate the quantity of prepositioned War Reserve Materiel (WRM) required to support the time-phased deployments pending resupply.

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**CLASSIFICATION****Figure A2.59. Continued.**

**CLASSIFICATION**

3. ( ) Indicate the materiel support required to accompany deploying units to the theater (for example, Readiness Spares Packages (RSP), mobility equipment, etc.).
  4. ( ) Specify significant special arrangements required for materiel support beyond the normal supply procedure.
  5. ( ) Indicate shortfalls between requirements and estimates of assets to be available during the JSCP period. Emphasize any CINC-identified critical items listed in JSCP, Annex B.
- (c) ( ) Salvage. Provide instructions for, and identify the logistics impact of the collecting, classifying, and disposing of salvage.
- (d) ( ) Captured Enemy Materiel. Provide instructions for collecting, classifying, and disposing of enemy materiel.
- (e) ( ) Local Acquisition of Supplies and Services. Refer to federal acquisition regulations for more information for this paragraph.
1. ( ) Identify acquisition of goods and services in these categories:
    - a. ( ) The general categories of materiel and services that are available and contemplated as a supplement to regular sources.
    - b. ( ) Goods and services that may be used as emergency acquisition sources.
  2. ( ) Indicate the dependability or reliability of the local acquisition of labor source in each of the above categories and the joint or service element that will obtain or manage these resources.
- (f) ( ) Petroleum, Oil, and Lubricants (POL). Prepare a POL appendix to this annex as explained in Appendix 1.
- (g) ( ) Inter-Service Logistic Support. Refer to Joint Pub 4-01. Provide the required planning information for interservice logistics support.
1. ( ) Summarize major support arrangements that are presently in effect or that will be executed in support of the plan, and/or refer to Appendix 8.

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**CLASSIFICATION**

**Figure A2.59. Continued.**

**CLASSIFICATION**

2. ( ) Identify those interservice and host nation support agreements that will have significant impact on the logistics support requirements and capabilities of the plan. (Refer to appropriate annexes or appendices.)

(h) ( ) Mortuary Affairs. Refer to Appendix 2, Mortuary Services, or if an Appendix 2 is not used, include a description of mortuary service activities and policies in support of the plan.

(i) ( ) Non-Nuclear Ammunition. Discuss any pertinent points and refer to Appendix 5 if necessary.

(2) ( ) Maintenance and Modification. Include sufficient detail to determine the requirements to maintain and modify the facilities needed to support the plan. Indicate the level of maintenance to be performed, by what agency, and where it is to occur.

(3) ( ) Medical Services. Refer to Annex Q.

(4) ( ) Mobility and Transportation

(a) General. Provide general planning guidance to subordinate and supporting organizations to assist in their planning functions. (Refer to Appendix 3.)

(b) Mobility Support Force and Movement Feasibility Analysis. Provide an estimate of the mobility support and movement feasibility of the plan. Include in the analysis any appropriate remarks affecting mobility and transportation tasks. Consider the availability of adequate lift resources for movements of personnel and equipment, airfield reception capabilities, seaport and aerial port terminal capabilities, port throughput capabilities, and any features that will adversely affect movement operations, such as the impact of deployment or employment of forces and materiel on airfield ramp space (to include possible HNS).

(5) ( ) Civil Engineering Support Plan. For unified command plans, prepare the Civil Engineering Support Plan (CESP) in Appendix 5 to the Logistics Annex according to figure A2.65. For component and subordinate command plans, incorporate relevant information from the unified command CESP into the Civil Engineering Annex in lieu of an appendix to the Logistics Annex. (CESPs are generally only prepared for unified command OPLANs. Component engineering planners should participate in the CESP process and be prepared to provide the applicable attachments for the unified and component plans as tasked.)

(6) ( ) Sustainability Assessment. Summarize the sustainability of operations envisioned by the OPLAN and refer to Appendix 6.

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**CLASSIFICATION**

**Figure A2.59. Continued.**



**CLASSIFICATION**

(7) ( ) Security Assistance

(a) ( ) General Guidance. See Joint Pub 4-01 and other appropriate references. During periods of military crisis and war, expect shortfalls of some critical items. These shortfalls will dictate that the limited quantities of critical materiel on hand be allocated or reallocated to satisfy the highest priority operational requirements from US and/or foreign country forces.

(b) ( ) Specific Guidance. In coordination with commanders preparing supporting plans:

1. ( ) Indicate separately the logistic requirements to support known and estimated commitments of allied forces.

2. ( ) Indicate the minimum essential security assistance requirements (MESAR) for countries that play a key role in the operational and concept plans that include coalition warfare with friends and allies. Include security assistance requirements associated with any pre-conflict options contained in the plan. Determine how essential the security assistance requirements are based on each requirement's contribution to the accomplishment of operational missions.

3. ( ) Prescribe a priority for the fill of each requirement against US and other foreign requirements with in the theater.

a. ( ) Prioritize all foreign requirements against all other requirements for the same country. Additionally, assign to each country for which foreign requirements are identified a priority to indicate its relative priority among all the countries covered in the plan.

b. ( ) Indicate the extent to which US resources will be used to meet expected foreign requirements. For planning purposes, use US consumption rates for forces performing similar combat roles and with similar types of equipment and weapons systems.

c. ( ) Take into account the following fundamental criteria for determining which foreign requirements to include as minimum essential security assistance materiel requirements:

(1) ( ) Consider items that are normally critical to mission accomplishment such as major end-items and related support, munitions, POL, etc. Ensure that any items that are classified as major defense equipment, which are listed on one United States Munitions List, are so designated.

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**CLASSIFICATION**

**Figure A2.59. Continued.**

**CLASSIFICATION**

(2) ( ) Incorporate, where appropriate, items from source documents such as the CINC's Critical Items List.

4. ( ) Indicate the expected mode and source of transportation for movement of security assistance materiel and any other required support for this operation.

5. ( ) Evaluate adequacy of countries' arrangements for obtaining follow-on support of their US equipment and the risks associated with those arrangements and indicate recommended procedures and channels for countries to request new materiel not currently included in their security assistance programs once the plan is implemented. If the provision of such support requires congressional or Presidential approval and/or technological transfer determinations, clearly state procedures that establish responsibility for initiating the request.

6. ( ) Indicate procedures for emergency logistic assistance; e.g., STANAGs, mutual support agreements.

7. ( ) Outline procedures for retrograde operations, including NEO, repairables, etc.

8. ( ) Indicate procedures for support of media operations.

(8) ( ) OPSEC Planning Guidance for Logistics. Provide comprehensive OPSEC planning guidance for planning, preparing, and executing logistics activities. At a minimum, address base, facility, installation, logistics stocks, physical, and LOC security, and provide guidance to ensure logistics activities promote essential secrecy for operational intentions, capabilities that will be committed to specific missions, current preparatory operational activities, and operational execution activities.

b. ( ) Administration. Include general administrative guidance to support logistics operations for the basic plan. If reports are required, specify formats for preparation and time, methods and classification of submission.

5. ( ) COMMAND AND SIGNAL

a. ( ) Command Relationships. Refer to Annex J for command relationships external to logistical units.

D-6

**CLASSIFICATION**

**Figure A2.59. Continued.**

**CLASSIFICATION**

b. ( ) Command, Control, and Communications Systems. Refer to Annex K for detailed C3 systems requirements. Provide a general statement of the scope and type of communication required.

t/  
General, USAF  
Commander in Chief  
USAFE

Appendices:

- 1--Petroleum, Oil, and Lubricants Supply
- 2--Mortuary Services
- 3--Sustainability Assessment
- 4--Mobility and Transportation
- 5--Civil Engineer Support Plan
- 6--Nonnuclear Ammunition
- 3--Supply
- 8--Interservice and Host Nation Support Agreements
- 9--Subsistence Support
- 10--Morale, Welfare, Recreation, and Services
- 11--Contracting

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Major General, USAF  
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**Figure A2.59. Continued.**

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APPENDIX 1 TO ANNEX D TO CINCUSAFE OPLAN 4123-93 (U)  
PETROLEUM, OIL, AND LUBRICANTS SUPPLY (U)

- ( ) REFERENCES: List documents necessary for a complete understanding of this appendix; include current petroleum studies, joint agreements, and other relevant guidance, as applicable.
1. ( ) SITUATION
- a. ( ) Enemy. Refer to Annex B.
- b. ( ) Friendly. Indicate the scope of petroleum supply operations by designating the users to be supported, including allied forces, and civilian requirements, where applicable. Identify the agreements whereby support for the latter users would be undertaken.
- c. ( ) Assumptions. List applicable assumptions.
- d. ( ) Resource Availability
- (1) ( ) Availability and suitability of commercial petroleum products, petroleum storage, tanker unloading facilities, and petroleum distribution systems within the area of operation.
- (2) ( ) Tanker offloading facilities and terminal facilities needed to meet US military requirements for petroleum support.
- e. ( ) Planning Factors. List applicable planning factors.
2. ( ) MISSION. State the mission of petroleum supply operations in support of the mission stated in the basic plan and this annex.

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**Figure A2.60. Format for Petroleum, Oil, and Lubricants Supply Appendix.**

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3. ( ) EXECUTION

a. ( ) Concept of Operations. In the anticipated concept of petroleum supply operations, include:

(1) ( ) Concept of inland distribution of base resupply.

(2) ( ) Requirement for intertheater or intratheater movement of bulk petroleum, to include points of origin, destination, type, and facilities available or required to receive this type of product. List POL data by product. Use the JOPES-produced listing.

(3) ( ) Requirements for local procurement of commercial petroleum products and petroleum distribution and storage services within the area of operation.

(4) ( ) Establishment of a quality control activity within the area of operations.

b. ( ) Tasks. Assign specific tasks to subordinate organizations as appropriate.

4. ( ) ADMINISTRATION AND LOGISTICS

a. ( ) Logistics

(1) ( ) Limiting Factors. Describe limitations which could adversely affect petroleum supply operations, such as inadequate air and ocean terminal capacity, lack of storage facilities, inadequate transportation, lack of alternate facilities, and similar logistic constraints.

(2) ( ) Estimate of POL Support Requirements. Refer to Tab A, if applicable. Describe the methodology used to compute requirements if AF planning factors were not applicable or if unique factors were considered.

b. ( ) Administration. Identify POL supply reporting requirements.

Tab:

A--Estimate of Petroleum Support Requirements (optional).

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**CLASSIFICATION**

**Figure A2.60. Continued.**

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TAB A TO APPENDIX 1 TO ANNEX D TO CINCUSAFE OPLAN 4123-93 (U)  
 ESTIMATE OF POL SUPPORT REQUIREMENTS (U)

Product	Service	Estimated Consumption (M Barrels)			
		D+D-30	D+31-60	D+61-90	D+93-180
AVGAS					
115/145	TOTAL				
	US ARMY				
	US AIR FORCE				
	US NAVY				
	US MARINE CORPS				

**NOTE:** The supported commander determines the duration of the support operations.

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**Figure A2.61. Format for Estimate of POL Support Requirements Tab.**

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APPENDIX 2 TO ANNEX D TO CINCUSAFE OPLAN 4123-93 (U)  
MORTUARY SERVICES

(U) REFERENCES: Cite documents necessary for a complete understanding of this appendix.

1. ( ) SITUATION. Identify any significant factors that may influence mortuary service activities in support of the OPLAN.
  - a. ( ) Enemy. Refer to Annex B for general information on the enemy. Assess the impact of enemy capabilities and probable courses of action on mortuary service activities.
  - b. ( ) Friendly. Include any non-US military forces and US civilian agencies that will support assigned forces in accomplishing mortuary service activities, for example, available civilian mortuary services.
  - c. ( ) Assumptions. List applicable assumptions (if any).
  - d. ( ) Resource Availability. List resource availability.
  - e. ( ) Planning Factors. List applicable planning factors.
2. ( ) MISSION. State the mission of mortuary service activities applicable to the OPLAN and the extent to which they pertain to the US civilians and allied and enemy personnel.
3. ( ) EXECUTION
  - a. ( ) Concept of Operations. State the general concept of mortuary service support for the forces assigned for implementing the OPLAN. Comment on mortuary service facilities and policies for internment and evacuation in use at the onset of hostilities, versus the time when additional forces and resources may become available.

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**Figure A2.62. Format for Mortuary Services Appendix.**

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b. ( ) Tasks. In separate subparagraphs, identify specific responsibilities for mortuary service activities. Indicate responsibility for as many of these tasks as applicable.

(1) ( ) Collection Points. Establishing and operating collection points, field processing centers, personal effects depots, and US cemeteries in the theater of operations.

(2) ( ) Mortuary Facilities. Establishing, operating, and maintaining mortuary facilities.

(3) ( ) POE Holding Facilities. Operating POE holding facilities and managing the surface and aerial evacuation of remains.

c. ( ) Coordinating Instructions. In the subparagraphs, include general instructions applicable to two or more components. Include, if applicable, items such as:

(1) ( ) US Military Support. Arrangements for mortuary service support of US forces under operational control of other than a US command.

(2) ( ) US and Allied Governments. Agreements with allied national and US government and nongovernment agencies for mortuary service support of allied forces and civilian personnel in areas where US forces are operating.

(3) ( ) Advisory Services. Advisory services to support allied or host country mortuary service activities.

(4) ( ) Approving Authority. Approving authority for use of mass burial techniques and temporary graves.

d. ( ) Policy. Delineate the general policy for the supporting commands to accomplish mortuary services and dispose of personnel effects.

e. ( ) Special Guidance. Include guidance and policy not discussed elsewhere for identifying and burying US military, allied, and enemy dead. Include procedures for handling deceased civilians who are under the jurisdiction of the Armed Forces. Provide guidance for handling personal effects and establishing, operating, and maintaining required records and reports. Include as many of these tasks as applicable:

(1) ( ) Uniformly and continuously accounting for all deceased US military personnel and enemy PWs.

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**CLASSIFICATION**

**Figure A2.62. Continued.**



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- (2) ( ) Evacuating remains, both intratheater and between the command and CONUS.
  - (3) ( ) Establishing permanent and temporary cemeteries.
  - (4) ( ) Transferring remains and personnel effects of allied and enemy personnel to representatives of the allied or host country concerned.
4. ( ) ADMINISTRATION AND LOGISTICS. Refer to Annex D for more complete information on this subject. Provide a concept for furnishing logistical and administrative support for mortuary service activities. As appropriate, include guidance for:
- a. ( ) Accounting for and disposing of personal effects, including those not found on the person of the deceased.
  - b. ( ) Using allied and indigenous local procurement of mortuary services.
5. ( ) COMMAND AND SIGNAL
- a. ( ) Command Relationships. Refer to Annex J.
  - b. ( ) C3 Systems. Refer to Annex K.

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**Figure A2.62. Continued.**

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APPENDIX 3 TO ANNEX D TO CINCUSAFE OPLAN 4123-93 (U)  
SUSTAINABILITY ASSESSMENT (U)

- ( ) REFERENCES: List documents necessary to understand this appendix, including allied, joint, and service agreements, studies documents and other relevant documents.
1. ( ) GENERAL
- a. ( ) Purpose. State the purpose of this appendix.
- b. ( ) Users. Describe the users to be supported.
2. ( ) ASSESSMENT GUIDANCE
- a. ( ) Measure of Sustainability. The measure of available logistics resources to satisfactorily meet the supported commander's sustainability requirements.
- b. ( ) Resources to be Considered. Consider the combined effects of the availability of support forces, materiel, facilities, and infrastructure. (For detailed resource groups, see AFI 10-201.)
- (1) ( ) Include resources in analyses for which requirements have been determined and sourced.
- (2) ( ) Resources that are not addressed in subparagraph 2b(1) above, and for which sustainability information (such as service-wide average availability) is obtainable, will also be included in analyses if they are clearly identified.
- (3) ( ) The Air Force will provide supported commanders the 30-day sortie capability of supply Class 9 items required in Readiness Spares Packages (RSP) , along with a list of critical shortfalls by item for each package.

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**Figure A2.63. Format for Sustainability Support Appendix.**

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(4) ( ) Certain resources not directly or easily relatable to combat may, at the supported commander's option, be excluded from analysis.

c. ( ) Analysis Process. Explain the process used to combine sustainability information and professional judgment into the final analysis results.

d. ( ) Logistics Sustainability Charts. Document logistic sustainability analyses as charts in increments of thirty days with accompanying narrative, and formatted as appropriate in Tab A. Supported commanders may provide additional amplifying detail as they deem necessary and appropriate, such as expected sortie rates, aircraft availability projections, FMC versus PMC, etc.

(1) ( ) Charts will consist of line graphs with brief statements of logistic sustainability information. Each chart will show two lines. One line will indicate the percentage of forces in place or closed at ports of debarkation in theater from C-day through the last day of the OPLAN. The second line will indicate what fraction of the force is sustainable day-by-day.

(2) ( ) The narrative will include a description of the analysis process, including the application of professional judgment. The narrative will clearly identify the commodities of class of supply that significantly limit sustainability, and whether it is substantially, marginally, or non - supportable.

(3) ( ) Each CINC will divide his AOR into geographical regions of operational interest. One sustainability chart will be prepared for each service component with significant planned operational activity in each region.

(4) ( ) The time increment for logistic sustainability charts will be ten days or less.

e. ( ) Supporting Analysis Detail. Maintain computational and judgmental detail used in analyses for future reference.

3. ( ) SUSTAINABILITY ANALYSIS BY USCINCSpace. USCINCSpace will perform sustainability analysis in terms of critical item analysis.

Tab A--Logistic Sustainability Chart (no sample is attached)

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**Figure A2.63. Continued.**

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APPENDIX 4 TO ANNEX D TO CINCUSAFE OPLAN 4123-93 (U)  
MOBILITY AND TRANSPORTATION (U)

( ) REFERENCES: Cite documents that contain information necessary to understand this appendix.

1. ( ) CONCEPT OF MOBILITY AND TRANSPORTATION OPERATIONS. Outline the concept of mobility and transportation operations.

a. ( ) Transportation Policies. State currently approved general transportation policies, or a reference by paragraph or other identifier to documents where policies can be found.

b. ( ) Concept of Deployment. Establish the general concept for movement and reception of all major forces to be used in the plan to support the flow in the TPFDD. Indicate availability of sealift augmentation. Include special guidance for transportation operations that would not normally be encountered, such as the need for an over-the-beach operation, assault by airdrop of troops and equipment, or the need for building or improving assault landing fields or support facilities. Provide guidance on the use of maritime pre-positioning ships (MPS) forces. Show planned use of indigenous movement resources.

c. ( ) Augmentation. Establish the general concept for movement of augmentation personnel, equipment, critical supplies, and resupply. Include special consideration for moving POL, ammunition, special operations forces, medical and noncombatant evacuees, and civil relief supplies. State pertinent references and consider unique transportation support discussed in other sections of this plan. State the desired mode of shipment -- air or surface -- for both the intertheater and the intratheater lines of communication (LOC) and identify the anticipated source, for example, Air Mobility Command (AMC) or augmentation. Specify any differences in these concepts for supporting other service forces tasked in the OPLAN.

d. ( ) Ports. Establish the general concept for operating sea and aerial ports, including service responsibility and level of command responsible for their operation. Identify ports designated primarily for interface between intertheater and intratheater movement capability and alternate ports if primary ones cannot be used. Identify deficiencies or expansion requirements, including capabilities or responsibilities for war

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**Figure A2.64. Format for Mobility and Transportation Appendix.**

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damage repair of ports in the Civil Engineering Support Plan. Outline the most desirable destinations or intermediate locations. State whether the ports have capability for both cargo and passengers. Indicate whether capabilities for expansion of LOC and port operations are required as the support needs of the combat forces change. Include the concept and responsibilities for operations at alternate ports. Reflect specific information on capabilities of primary and alternate air and seaports, as required per paragraph 3 and Tab A to this appendix.

e. ( ) Planning Factors. Identify the sources of the planning factors used in plan development. Include:

(1) ( ) Airlift factors and sources.

(2) ( ) Sealift factors and sources.

(3) ( ) Land transportation factors and sources.

(4) ( ) If the TFE simulation model was used, a copy of the Summary Transportation Planning Factors or the TPF control file (magnetic tape) should be provided as part of the review package.

**NOTE:** If planning factors used have not been approved, identify them specifically and show how requirements and capabilities, as well as other pertinent formulas and methodology for computing the planning factors, were developed.

2. ( ) RESPONSIBILITIES OF SUPPORTING AND SUBORDINATE COMMANDS. Outline the specific responsibilities of supporting and subordinate organizations for moving and receiving passengers and cargo, and for providing movement resources and services in the objective area. Include such items as:

a. ( ) General transportation responsibilities (or a statement indicating where they are listed in the reference).

b. ( ) A summary of transportation requirements used to support the plan.

(1) ( ) Intratheater airlift required to support the plan.

(2) ( ) AMC airlift required to support the plan.

(3) ( ) Sealift required to support the plan.

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### CLASSIFICATION

**Figure A2.64. Continued.**

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- c. ( ) A general description of the responsibilities of the JTF commander.
  - d. ( ) A general description of the transportation responsibilities of the component commands and host nations to support the plan. Such responsibilities might include common-user port, air terminal, reception and staging, and surface transport services; allocating theater transport resources; or submitting transportation requirements for deployment, employment, and resupply operations.
3. ( ) CAPABILITIES AND LIMITING FACTORS. Outline limitations, such as inadequate air and ocean terminal capacity (terminal reception, discharge, and clearance), including over-the-beach capability; lack of alternate facilities, transit rights, and authorizations, and similar limitations that may adversely influence the operation. Include LOC throughput analyses in order to identify constraints and develop mobility and transportation concepts that will permit improved planning.
- a. ( ) Describe conditions that might be limiting, such as the need for limited mobilization of airlift support, or for a declaration of an emergency to aid in lift force generation and deployment, or a special type of lift required that may be critical to the support of the concept of operations.
  - b. ( ) Describe weather conditions that could limit the execution of the planned operation.
  - c. ( ) Describe limiting factors, such as port capacity, number of berths by class, lighterage facilities, restrictions to use and throughput capacity, size aircraft that can be landed, parking capacity, turnaround time, and air sorties per day.
4. ( ) ESTIMATE OF TRANSPORTATION REQUIREMENTS. See JOPES, Volume II, Annex D, Appendix 4 for further guidance. Include transportation requirements in TPFDD.

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**CLASSIFICATION****Figure A2.64. Continued.**

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APPENDIX 5 TO ANNEX D TO CINCUSAFE OPLAN 4123-93 (U)  
CIVIL ENGINEERING SUPPORT PLAN (CESP) (U)

- ( ) REFERENCES: List references and applicable SOPs providing guidance.
1. ( ) GENERAL
- a. ( ) Purpose. State the purpose of the CESP.
- b. ( ) Scope and Limitations. State the general character and magnitude of civil engineering requirements in the area of operations. Include a gross estimate of anticipated enemy damage and any constraints affecting the CESP.
- c. ( ) Engineering Intelligence
- (1) ( ) Refer to Annex B for pertinent information about the climatology, terrain, hydrography, and natural and industrial resources in the area of operations.
- (2) ( ) List sources of engineering intelligence data, including dates of publication.
- d. ( ) Definitions. Provide definitions that are necessary to understand this plan, but are not adequately explained in Joint Pub 1-02 or in Attachment 1.
- e. ( ) International Agreements and Political Factors
- (1) ( ) General. Summarize agreements, arrangements, and political factors affecting the CESP.
- (2) ( ) Real Property. State local policies for real property acquisition and use.
- (3) ( ) Host Nation Support. Discuss using:
- (a) ( ) Indigenous labor.

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**Figure A2.65. Format for Civil Engineering Support Plan Appendix.**

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- (b) ( ) Local availability of construction materials, supplies, and equipment.
- (c) ( ) Third-country labor force.
- (d) ( ) Local contractor.
- (e) ( ) Local facilities.

(4) ( ) **Limiting Factors.** Identify rights, agreements, or other arrangements that are not in existence but that will be required to execute the plan.

f. ( ) **Construction Standards.** Indicate the construction standards, as outlined in Joint Pub 4-01 to be used by all service components in the operational area. Explain any proposed deviations from these established standards.

g. ( ) **Planning Factors.** Explain any proposed deviations from the joint planning factors for military construction in contingency operations.

h. ( ) **General Priority of Development.** Explain the concept of the civil engineering plan, with rationale, in sufficient detail for analysis. Include considerations such as relative geographic functional, and base priorities; theater construction policy; etc.

i. ( ) **Protective Construction Policy.** Define the command policy for protective construction and repair of damage. Discuss general policy, including:

- (1) ( ) A statement of enemy's capability to inflict damage. (A quantitative evaluation is not required.)
- (2) ( ) Protection required for weapon systems, personnel, and materiel.
- (3) ( ) Self-help versus engineer troop effort.

j. ( ) **Contractor.** Discuss the availability and possible use of US or third-country construction contractors.

2. ( ) **RESPONSIBILITIES FOR CIVIL ENGINEERING SUPPORT PLANNING**

a. ( ) **Primary Responsibility.** Identify each echelon of the joint command having responsibility for civil engineering support planning, such as, the combined, subordinate, unified, or joint task force. Identify the specific tasks of each.

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**Figure A2.65. Continued.**



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- b. ( ) Supporting Responsibility. Identify the civil engineering support planning responsibilities of each service component command to the OPLAN. (LOCs and bases, such as ports, depots, and airfield, may be jointly used and will require designating one component commander with the responsibility to ensure complete integrated planning, subsequent programming and necessary coordination and construction.) Ensure all supporting responsibilities for environmental protection and compliance are identified and included.
3. ( ) COMMAND RELATIONSHIPS. List any recommendations to deviate from existing command relationships as they relate to executing the construction programs described in this appendix.
4. ( ) TIME-PHASED REQUIREMENTS. Summarize the required and expected phasing of facilities, war damage repair, engineering or construction forces, and construction materials. Information in the product of the JEPES run for the unified plan should be used as a basis, if available.
5. SUMMARY OF CRITICAL FACTORS AFFECTING THE CIVIL ENGINEERING SUPPORT PLAN. This paragraph should be analytical and oriented toward the major problem areas in the CESP that may tend to inhibit OPLAN implementation until they are resolved. Possible solutions to these problem areas should be analyzed and the implications of each alternative should be evaluated in terms of its impact on the OPLAN.

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**Figure A2.65. Continued.**

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APPENDIX 6 TO ANNEX D TO CINCUSAFE OPLAN 4123-93 (U)  
NONNUCLEAR AMMUNITION (U)

- ( ) REFERENCES: List each document necessary to understand this appendix, including current ammunition studies, joint agreements, operation plans, regulations, publications, and other relevant guidance.
1. ( ) GENERAL
- a. ( ) Purpose. State the purpose of this appendix.
- b. ( ) Users. Describe the concept of ammunition supply operations by designating the users to be supported, including where applicable, allied forces and other agencies. Identify the agreements which provide for supporting allied forces and other agencies.
2. ( ) CONCEPT OF AMMUNITION LOGISTICS OPERATIONS. In this paragraph, cover the scheme of munitions supply operations to be employed. Include:
- a. ( ) Availability and reliability of in-country ammunition storage, ammunition ship or aircraft unloading facilities, and the ammunition distribution system.
- b. ( ) Time-phased requirements for ammunition shipments.
- c. ( ) Requirements for US military ammunition ship offloading facilities such as the Army's tactical marine terminal.
- d. ( ) Concept of inland distribution.
- e. ( ) Requirements for moving munitions within or between theaters, including those facilities available and required for receiving ammunition at the airhead or forward air terminal.
- f. ( ) Time-phased buildup of ammunition stock levels in days of supply, including days of supply to accompany the deploying forces.

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**Figure A2.66. Format for Nonnuclear Ammunition Appendix.**

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- g. ( ) Requirements for procurement of in-country storage facilities.
- 3. ( ) RESPONSIBILITIES
  - a. ( ) Assign specific tasks to subordinate commanders, including, when appropriate, JTF commanders.
  - b. ( ) Establish responsibilities for support by the services' inventory control points.
- 4. ( ) LIMITING FACTORS. Describe existing factors which may adversely affect ammunition supply operations, such as inadequate air and ocean terminal capacity, lack of storage facilities, inadequate transportation, lack of alternate facilities, and similar limitations.
- 5. ( ) AMMUNITION REQUIREMENTS. Refer to Tab A to this appendix and compile in prescribed format an estimate of all major items of conventional ammunition, including chemical munitions. Provide document references for other sources of munitions requirements and documentation of shortfalls in PWRMS. Ensure the TPFDD reflects differences between on-hand stocks and requirements as nonunit-related cargo requirements.

Tab: A--Munitions Matrix

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TAB A TO APPENDIX 6 TO ANNEX D TO CINCUSAFE OPLAN 4123-93 (U)  
MUNITIONS MATRIX (U)

STOCK LEVEL (EACH ITEM)							
ESTIMATED CONSUMPTION (EACH ITEM) PRE-POSITIONED/PRESTOCKED							
ITEM	BASE	D-D+30	D+31-60	D+61-90	D+91-180	WRM	WRM
MK-81	Lakenheath AB						
	Hahn AB						
	Bitburg AB						
	Total						
M-117	Lakenheath AB						
	Hahn AB						
	Bitburg AB						
	Total						

NOTE: The duration of support operations will be determined by the commander of the unified command.

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APPENDIX 7 TO ANNEX D TO CINCUSAFE OPLAN 4123-93 (U)  
SUPPLY (U)

- ( ) REFERENCES: List documents necessary to understand this appendix.
1. ( ) GENERAL. Specify how initial preplanned supply support (IPSS) is used in OPLANs specifically designated by the Joint Chiefs of Staff or in other OPLANs as required by the respective CINC. Comment on any circumstances such as existing supply requisitioning procedures that may cause variations in the supply procedures.
2. ( ) CONCEPT OF OPERATIONS
- a. ( ) Considerations such as availability and suitability of pre-positioned stocks, length of the LOCs, availability of air and sea transport, processing times for requisitions, and minimum essential requirements. At a minimum, include these considerations and other relevant factors as needed.
- b. ( ) Converting gross planning factors to actual line items of supply to gain item visibility in the tabs to this appendix as shown in the matrices.
- c. ( ) Using IPSS data for computing actual gross tonnage data for use in the TPFDD.

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**Figure A2.68. Format for Supply Appendix.**

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d. ( ) Establishing the priority of supplies within each class of supply.

3. ( ) **RESPONSIBILITIES.** State that while the overall responsibility for implementing IPSS rests with the supported commander, the service component commanders perform major actions. Identify responsibilities of component commanders to make the deficiencies of their units known to the wholesale supplier and service headquarters, obtain IPSS availability data from the wholesale inventory manager, and coordinate with the supported commander in developing logistic annex to the OPLAN. Include guidance on responsibilities in the required detail as shown in the example below.

Major Actions or TasksResponsible Agency

1. Identify the IPSS 30-day requirements, the in-theater assets and the deficiencies.<sup>1</sup>

Support commander,  
component commanders,  
services.

2. Communicate deficiencies to the service headquarters or service wholesaler.

Service component  
commanders

3. Determine asset availability and communicate data to the service component commander.

Services

4. Identify preferred mode of transportation and establish priorities within each class of IPSS for receipt of assets. Provide these data to the supported commander.

Service component  
commander

5. Integrate and establish priorities for the fill of service component commander's deficiency items.

Supported Commander

6. Include priorities and integrated IPSS data in the Logistic Annex of an OPLAN.

Supported Commander

7. Develop logistic procedures to fill the deficiency.

Supported commander,  
service component  
commanders, and services

8. Aggregate IPSS data for use in TPFDD files.

Supported commander

9. Update IPSS with the Joint Deployment Maintenance cycle.<sup>2</sup>

All involved System  
organizations

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**Figure A2.68. Continued.**

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**NOTES:**

1. Deficiency in this context is the difference between the supported commander's 30-day requirements and materiel that is pre-positioned.
2. IPSS data, when available, is to replace notional nonunit-related IPSS and movement data with actual IPSS and movement data.
4. ( ) **LIMITING FACTORS.** Describe limitations that could adversely affect resupply regardless of IPSS procedures.
5. ( ) **ESTIMATE OF MATERIEL REQUIREMENTS.** Prepare materiel requirements in the formats shown in Tabs A through C -- IPSS data covering the supported commander's first day requirements.

**NOTE:** These three tabs are designed to assist logistic planners to determine which critical supplies, as specified by the supported commanders, must start moving during the first 15 days of CONUS activity to prevent a resupply lag in support of the implemented OPLAN. It is anticipated that normal requisition procedures and IPSS actions would begin in approximately 30 days, thereby negating prolongation of the IPSS procedures.

Tabs:

- A--Petroleum (IPSS -- 30-Day Requirements)
- B--Ammunition (IPSS -- 30-Day Requirements)
- C--Major End-Items (IPSS -- 30-Day Requirements)

**NOTE:** Tabs A, B, and C are not required in order to submit the OPLAN to OJCS for final review and approval. However, Tabs A, B, and C must be submitted to OJCS within 90 days of OPLAN submission.

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**Figure A2.68. Continued.**

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TAB A TO APPENDIX 7 TO ANNEX D TO CINCUSAFE OPLAN 4123-93 (U)  
PETROLEUM (IPSS--30-DAY REQUIREMENTS) (U)

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
<u>PRIORITY</u>	<u>PRODUCT</u>	<u>D-D+30</u>	<u>ASSETS</u>	<u>DEFICIENCY</u>	<u>ASSETS</u>	<u>ORIGIN</u>	<u>POE</u>	<u>POD</u>	<u>REMARKS</u>

NOTES:

- 1. IPSS is not intended to supersede any POL reporting system already in effect, such as POL.
- 2. Service component commanders complete columns 1 through 5 and 9 according to service guidance. The Defense Fuels IPSS Center (DFSC) provides coordinated information.
- 3. The DFSC staff completes columns 6 and 7.
- 4. The services and wholesale inventory managers complete column 8 in coordination with the Military Sealift Command (MSC) and DFSC.
- 5. Column 10 is used as required.

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Figure A2.69. Format for Petroleum (IPSS--30-Day Requirements) Tab.



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6. Instructions for column entries:

- (1) PRIORITY--List the commander's priority to fill the specific product. Number the priority designations sequentially, for example, 1, 2, 3.
- (2) PRODUCT--Provide the nomenclature of the product, for example, JP-4, DF- 2.
- (3) D TO D+30--List the requirements through D+30.
- (4) THEATER ASSETS--Provide the theater asset posture.
- (5) DEFICIENCY--List the difference between the 30-day requirements (column 3) and the in-theater assets (column 4).
- (6) Resupply ASSETS--Identify the most recent asset availability to fill the deficiency.
- (7) ORIGIN--Identify the projected POE.
- (8) POE--List the projected POE.
- (9) POD--List the projected POD.
- (10) REMARKS--Use this column to amplify anything in the matrix.

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**CLASSIFICATION**

**Figure A2.69. Continued.**

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TAB B TO APPENDIX 7 TO ANNEX D TO CINCUSAFE OPLAN 4123-93 (U)

AMMUNITION (IPSS--30-DAY REQUIREMENTS) (U)

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)
PRIORITY	DoDIC	NOMENCLATURE	30-DAY RQMT	THEATER ASSETS	DEFICIENCY	Resupply ASSETS	LOCATION OF ASSETS	PER UNIT WEIGHT (LBS)	TOTAL SHIPPING WEIGHT (TONS)	PER UNIT SHIP CUBE	TOTAL CUBE	POE	POD	RMKS

NOTES:

- 1. According to service guidance, and in conjunction with the supported commander, service component commanders complete columns (1), (2), (3), (4), (5), (6), (14), and, as required, (15).
- 2. The wholesale inventory managers complete columns (7), (8), (9), (10), (11), and (12).
- 3. In coordination with the TOA, the services and the wholesale inventory managers complete column (13) .

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D-7-B-1

CLASSIFICATION

Figure A2.70. Format for Ammunition (IPSS--30-Day Requirements) Tab.

**CLASSIFICATION**

4. Instructions for column entries:

- (1) PRIORITY--List the commander's priority to fill the specific items listed. Number priority designations sequentially, for example, 1, 2, 3.
- (2) DOIC--Provide the DoD identification code for each munition, round, or component.
- (3) NOMENCLATURE--Provide the nomenclature of each round or component, for example, CTG 105mm APDS-5.
- (4) 30-DAY RQMT--List the amount of the first 30-day requirements.
- (5) THEATER ASSETS-- Provide the theater asset posture.
- (6) DEFICIENCY--List the difference between the amounts in the 30-day requirements column (4) and the amounts in the in-theater assets column (5).
- (7) Resupply ASSETS--Provide the most recent asset availability to satisfy the shortfall.
- (8) LOCATION OF ASSETS--Indicate the location of the source to satisfy the requirement.
- (9) PER UNIT WEIGHT (LBS)--Provide the weight of each item.
- (10) TOTAL SHIPPING WEIGHT (TONS)--Multiply the figures in column (7) by those in column (9) and express the total in tons.
- (11) PER UNIT SHIPPING CUBE--Self-explanatory.

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**CLASSIFICATION**

**Figure A2.70. Continued.**

**CLASSIFICATION**

- (12) TOTAL CUBE--Multiply the figures in column (7) by the figures in column (11).
  - (13) POE--List the projected POE.
  - (14) POD--List the projected POD.
  - (15) REMARKS--Use this column to expand or clarify any information provided in the matrix.
5. Separate lists are prepared for each mode of transportation, for example, air and surface.

D-7-B-3

**CLASSIFICATION****Figure A2.70. Continued.**

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TAB C TO APPENDIX 7 TO ANNEX D TO CINCUSAFE OPLAN 4123-93 (U)  
MAJOR END-ITEMS (IPSS--30-DAY REQUIREMENTS) (U)

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)
PRIORITY	DoDIC	NOMENCLATURE	30-DAY RQMT	THEATER ASSETS	DEFICIENCY	Resupply ASSETS	LOCATION OF ASSETS	PER UNIT WEIGHT (LBS)	TOTAL SHIPPING WEIGHT (TONS)	PER UNIT SHIP CUBE	TOTAL CUBE	POE	POD	RMKS

NOTES:

- 1. According to service guidance, in coordination with the supported commander, the service component commanders complete columns (1), (2), (3), (4), (5), (14), and, as required (15).
- 2. The wholesaler completes columns (6), (7), (8), (9), (10), (11), and (12).
- 3. In coordination with the TOA, the services and the wholesale inventory managers complete column (13).

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D-7-C-1

CLASSIFICATION

Figure A2.71. Format for Major End-Items (IPSS--30-Day Requirements) Tab.

**CLASSIFICATION**

## 4. Instructions for column entries:

- (1) PRIORITY--List the supported commander's priority to fill the specific items listed. Number priority designations sequentially, that is, 1, 2, 3.
- (2) NOMENCLATURE--List complete nomenclature from authorization documents, including National Stock Number or Line Item Number.
- (3) 30-DAY RQMT--Provide the first 30-day requirements.
- (4) THEATER ASSETS--Provide the theater asset posture.
- (5) DEFICIENCY--List the difference between the figures used in the 30-day requirements (column 3) and the figures used in the in-theater assets (column 4).
- (6) Resupply ASSETS--Provide the most recent asset availability to satisfy the shortfall.
- (7) LOCATION--Provide the location for the assets identified in column 6.
- (8) PER UNIT WEIGHT (LBS)--Provide the weight of each item.
- (9) TOTAL SHIPPING WEIGHT (TONS)--Multiply the figures used in column 6 by the figures used in column 8 and express the total in tons.
- (10) PER UNIT SQ FT--List the area of the asset expressed in square feet.
- (11) TOTAL SQ FT--List the total area obtained by multiplying the figures used in column 10 by the figures used in column 6.
- (12) PER UNIT SHIPPING CUBE--List the volume of the asset expressed in cubic feet.

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**CLASSIFICATION****Figure A2.71. Continued.**

**CLASSIFICATION**

- (13) TOTAL SHIPPING CUBE--Multiply the figures used in column 6 by the figures in column 12.
  - (14) POE--List the projected POE.
  - (15) POD--List the projected POD.
  - (16) REMARKS--Use this column to expand on or clarify any information provided in the matrix.
5. Separate lists are prepared for each mode of transportation, such as, air and surface.

D-7-C-3

**CLASSIFICATION**

**Figure A2.71. Continued.**

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APPENDIX 8 TO ANNEX D TO CINCUSAFE OPLAN 4123-93 (U)  
INTERSERVICE AND HOST NATION SUPPORT AGREEMENTS (U)

- ( ) REFERENCES: List documents necessary to completely understand this appendix, i.e., Joint Pub 1-03.21, JRS, Joint Operation Planning, DoD Instruction 4000.19, Interservice, interdepartmental, and Interagency Support, and DoD Directive 5530.3, International Agreements.
1. ( ) GENERAL. State that the purpose of this appendix is to identify specific agreements with host nations or other services, by base, to provide wartime support either for or by Air Force units. Use this appendix to task Air Force units to negotiate with other services (e.g., a Memorandum of Agreement) or with host nations (e.g., a Joint Logistics Support Plan) to provide for wartime support to be furnished for or by Air Force elements. Incorporate in this appendix information on agreements which provide wartime support.
2. ( ) CONCEPT OF OPERATIONS. State the responsibilities of the services and host nations which identify and satisfy support requirements. Emphasize the need to achieve maximum other service support through the use of support agreements. State the need to define and formalize in agreements, to the extent possible, other service requirements that would be levied on Air Force units. Likewise, state the need for equally well-defined and formalized agreements on support that could be provided by other services or host nations to support Air Force units. Where practicable and mutually agreed upon, wartime support requirements which are included in appropriate reception/base support plans need not be duplicated in formal agreements.

Tabs:

- A--Existing Agreements With Other Services
- B--Agreements With Other Services Requiring Consummation
- C--Host Nation Support Arrangements

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**CLASSIFICATION**

**Figure A2.72. Format for Interservice Support Provided by Support Agreements Appendix.**



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TAB A TO APPENDIX 8 TO ANNEX D TO CINCUSAFE OPLAN 4123-93 (U)  
EXISTING AGREEMENTS WITH OTHER SERVICES (U)

(1)	(2)	(3)	(4)
<u>AGREEMENT NUMBER</u>	<u>SUPPLIER</u>	<u>RECEIVER</u>	<u>SUMMARY OF SUPPORT PROVIDED</u>

Instructions for column entries:

- (1) AGREEMENT NUMBER--List the reference number to assist users in locating documentation.
- (2) SUPPLIER--Identify the service and, if applicable, the organization providing support in the listed agreement.
- (3) RECEIVER--Identify the service and, if applicable, the organization receiving the support in the listed agreement.
- (4) SUMMARY OF SUPPORT PROVIDED--State briefly the type and extent of support.

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D-8-A-1

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**Figure A2.73. Format for Existing Agreements With Other Services Tab.**

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TAB B TO APPENDIX 8 TO ANNEX D TO CINCUSAFE OPLAN 4123-93 (U)  
AGREEMENTS WITH OTHER SERVICES REQUIRING CONSUMMATION (U)

(1)	(2)	(3)	(4)
<u>TASKED AIR FORCE NEGOTIATING UNIT</u>	<u>OTHER SERVICE POINT OF CONTACT</u>	<u>TIMING OF REQUIREMENT</u>	<u>GENERAL SUMMARY OF SUPPORT REQUIRED</u>

Instructions for column entries:

- (1) TASKED AIR FORCE NEGOTIATING UNIT--Self-explanatory.
- (2) OTHER SERVICE POINT OF CONTACT--Specify the applicable office symbol.
- (3) TIMING OF REQUIREMENT--Consider when the agreement must be fully effective. Allow lead time for generating the support following consummation of the agreement.
- (4) GENERAL SUMMARY OF SUPPORT REQUIRED--Briefly define the type and extent of support required. Identify the support unit and the nature of support required, for example, "Billeting and messing for 81 persons for the duration of the contingency."

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**CLASSIFICATION**

**Figure A2.74. Format for Agreements With Other Services Requiring Consummation Tab.**

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TAB C TO APPENDIX 8 TO ANNEX D TO CINCUSAFE OPLAN 4123-93 (U)  
HOST NATION SUPPORT ARRANGEMENTS (U)

(1)	(2)	(3)	(4)
ARRANGEMENT IDENTIFICATION	AIR FORCE POINT OF CONTACT	HOST NATION POINT OF CONTACT	SUMMARY OF SUPPORT

Instructions for column entries:

- (1) ARRANGEMENT IDENTIFICATION--Provide reference identification for users to locate documentation on the listed arrangement.
- (2) AIR FORCE POINT OF CONTACT--Specify the office symbol.
- (3) HOST NATION POINT OF CONTACT--Specify the office symbol as applicable.
- (4) SUMMARY OF SUPPORT--Briefly define the type and extent of support provided.

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**Figure A2.75. Format for Host Nation Support Arrangements Tab.**

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APPENDIX 9 TO ANNEX D TO CINCUSAFE 4123-93 (U)  
SUBSISTENCE SUPPORT (U)

- ( ) **REFERENCES** List all pertinent references, including DoD instructions and plans, Joint Publications, and service and command regulations and instructions needed to understand this appendix.
1. ( ) **SITUATION**
- a. ( ) **Enemy**. Refer to Annex B.
- b. ( ) **Friendly**. Identify allied, other service, and other subsistence support efforts that may run parallel to this plan.
- c. ( ) **Assumptions**. List applicable assumptions, if any.
- d. ( ) **Resource Availability**. List resource availability.
- e. ( ) **Planning Factors**. List applicable planning factors.
- f. ( ) **Users**. Indicate the scope of subsistence support operations by designating the users to be supported, including allied forces, air base ground defense forces, other US Armed Forces, US civilian agencies, and DoD/AF emergency essential civilians (U.S. and foreign nationals).
2. ( ) **MISSION**. State the mission is to ensure the right type and quantity of subsistence is planned and available at the right time and place to sustain combat and combat support forces.
3. ( ) **EXECUTION**
- a. ( ) **Concept of Operations**. Describe the concept of operations that will ensure subsistence support is linked primarily to combat objectives rather than to cost objectives, and to the extent practical, that subsistence logistics responsibilities and procedures are the same in war as in peace to provide adequate training and orderly transition in emergencies.

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D-9-1

**CLASSIFICATION**

**Figure A2.76. Format for Subsistence Support Appendix.**

**CLASSIFICATION**

b. ( ) Tasks. For each area, task appropriate DLA, service or allied elements for:

- (1) ( ) Ordering, inspecting, issuing, and transporting subsistence.
- (2) ( ) Procurement of or establishing subsistence storage.
- (3) ( ) Rotation of PWRMS subsistence.

c. ( ) Responsibilities

(1) ( ) For each area of the theater where the theater CINC has assigned common item subsistence support to a component, define the area and identify the dominant component's overall responsibilities for integrated support. Include in Tabs A, B, and C to Appendix 8 to Annex D of this plan all support arrangements required for common item subsistence support operations.

(2) ( ) In each area and at each echelon from user to source, specify the subsistence support responsibilities and procedures to include forms to be used (i.e., USAFE, Air Force, Army, Navy, Marine Corps, or DPSC).

(3) ( ) For each Air Force supported base, list in Tab A of this appendix the quantity of pre-positioned subsistence war reserve materiel (WRM) at each WRM storage point required to support time-phased deployments pending resupply. Show the depletion date (PWRS cutoff date) taking into account command overflow and rations deployed with self-sustaining units. Ensure the TPFDD reflects differences between on-hand stocks and resupply required to alleviate any PWRMS shortfall.

d. ( ) Limiting Factors

(1) ( ) If subsistence support responsibilities and procedures in war are different than those in peace, list recommended changes.

(2) ( ) Describe any other factors which may adversely degrade operations of the combat and combat support forces due to substandard subsistence support.

e. ( ) Coordinating Instructions. Coordinate this appendix (down, up, and laterally) between staff sections, organizations, and commands to ensure personnel in all applicable agencies are aware of their responsibilities.

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**CLASSIFICATION**

**Figure A2.76. Continued.**

**CLASSIFICATION**4. ( ) COMMAND AND SIGNAL

a. ( ) Command Relationships. Define any requirements for augmentation of appropriate headquarters staffs with subsistence plans and operations personnel.

b. ( ) C3 Systems. Examine Annex K and include a statement in this paragraph that planned systems for communication and tracking of subsistence operations are adequate or inadequate.

c. ( ) State under what conditions and authority this appendix will be executed to include cessation of resale service.

Tab: A--Subsistence Requirements and Resupply

D-9-3

**CLASSIFICATION**

**Figure A2.76. Continued.**

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TAB A TO APPENDIX 9 TO ANNEX D TO CINCUSAFE 4123-93 (U)  
SUBSISTENCE REQUIREMENTS AND RESUPPLY (U)

(1)	(2)	(3)	(4)					(5)	(6)	(7)
WRM STORAGE POINT	SUPPORTED BASE	SUBSIST SUBCLASS	RATION REQUIREMENTS CUMULATIVE MAN-DAYS BY SUBCLASS					PWRS RATIONS IN MAN-DAYS ON-HAND AT WRM STORAGE	PWRS RATIONS DEPLETION DATE	Resupply TIME IN DAYS
NAME GEOLOC	NAME GEOLOC		D TO D+10	D+11 THRU D+30	D+31 THRU D+60	D+61 THRU D+90	D+91 THRU D+180			
		IA								
		IC								
		IR								
		IS								
		IW								

NOTES:

- 1. List WRM storage points by country and alphabetically within country.
- 2. List supported bases alphabetically associated with each WRM storage point.
- 3. For definitions of subclasses, see USAF WMP-1, Annex E, Appendix 1, paragraph 2f(2).
- 4., 5., & 6. Self explanatory.
- 7. See Tables VI and VIII in USAF WMP-1, Annex E.

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D-9-A-1

CLASSIFICATION

Figure A2.77. Format for Subsistence Requirements and Resupply Tab.

## CLASSIFICATION

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1 April 1993

APPENDIX 10 TO ANNEX D TO CINCUSAFE OPLAN 4123-93 (U)  
SERVICES (U)

( ) REFERENCES: List the documents needed to understand this appendix.

1. ( ) SITUATION

a. ( ) Enemy. Refer to Annex B, Intelligence.

b. ( ) Friendly. In general terms, describe the forces to be supported, the forces providing the support, and other service and allied forces available for cooperative efforts.

c. ( ) Assumptions. List applicable assumptions.

d. ( ) Resource Availability. List resource availability. Analyze major problem areas, state the impact on the mission, and discuss possible solutions.

e. ( ) Planning Factors. List applicable planning factors affecting services support. Analyze major problem areas, state the impact on the mission, and discuss possible solutions.

2. ( ) MISSION. Describe the mission of morale, welfare, recreation, and services (Services) forces to support the basic plan.

3. ( ) EXECUTION

a. ( ) Concept of Operations. Describe the concept of operations for Services responsibilities, forces available, logistics factors, and other items that may apply.

b. ( ) Tasks. Describe all Services tasks. As a minimum, include:

(1) ( ) Food service.

(2) ( ) Billeting.

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CLASSIFICATION

**Figure A2.78. Format for Services Appendix.**



**CLASSIFICATION**

- (3) ( ) Laundry and dry cleaning support.
- (4) ( ) Linen exchange.
- (5) ( ) Subsistence. (See Appendix 9 to Annex D.)
- (6) ( ) Mortuary services support. (See Appendix 2 to Annex D.)
- (7) ( ) Base exchange support (to include clothing sales).

4. ( ) ADMINISTRATION AND LOGISTICS

a. ( ) Logistics. Describe the process for obtaining materiel, equipment, and transportation required by the SERVICES forces to support the plan.

b. ( ) Administration. Identify any administrative procedures for combat reporting or support required.

5. ( ) COMMAND AND SIGNAL

a. ( ) Command Relationships. Describe special command relationships, if any, or refer to Annex J.

b. ( ) C3 Systems. Identify specific C3 systems required in support of services operations, if any, or refer to Annex K.

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**CLASSIFICATION**

**Figure A2.78. Continued.**

## CLASSIFICATION

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APPENDIX 11 TO ANNEX D TO CINCUSAFE 4123-93 (U)  
CONTRACTING (U)

- ( ) REFERENCES: List other plans, SOPs and documents containing guidance pertinent to contract planning actions.
1. ( ) SITUATION
- a. ( ) Enemy. Refer to Annex B.
- b. ( ) Friendly. List allied or other service contracting support operating in support of this plan.
- c. ( ) Assumptions. State the assumptions impacting on the contracting support required by the plan. Include realistic estimates of the availability of a local contractor base as a source for supplies and services needed by the unit(s) and the support available to the contracting office for meeting its obligations.
- d. ( ) Resource Availability. List resource availability.
- e. ( ) Planning Factors. Establish the user requirement for contracting support and clarify specific planning responsibilities. Identify the significant contracting factors that may influence operational capability of the unit and evaluate the probability that adverse factors might impact the mission.
2. ( ) EXECUTION
- a. ( ) Concept of Operations. Describe the contracting functions in support of the plan. Where a functional area designates essential services to be continued during crisis, the contracting office will obtain contractor contingency plans and work force information in an attempt to provide reasonable assurance of continued performance, and planning information to activities relying on contract services.
- (1) ( ) Marshalling. Contracting manpower requirements are based on base population, type of base (BB/COB/MOB), source availability and distance to travel for items needed from the local economy, and security measures required at the deployment site. The more austere the destination, the earlier contracting should be scheduled in the deployment flow.

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D-11-1

CLASSIFICATION

**Figure A2.79. Format for Contracting Appendix.**

CLASSIFICATION

(2) ( ) Deployment. Coordinate with users to ensure they identify essential contractor services and that they include appropriate provisions in work statements needed during the deployment to include those that must continue during hostilities.

(3) ( ) Operations. Review the site survey and previously identified essential services and supply contracts. Be prepared to negotiate equitable adjustments to retain essential contractor personnel at the outbreak of hostilities.

(4) ( ) Redeployment. Establish procedures for the termination of deployment site contracts and/or conversion to peace-time or caretaker status.

b. ( ) Tasks. In separate subparagraphs, identify the responsibilities of the command and unit contracting offices and organizations that will interface with the contracting offices. Include a statement that contracting officers are legally bound to abide by the Federal Acquisition Regulation and its supplements.

c. ( ) Coordinating Instructions. Define reporting requirements to the theater Head of Contracting Activity. Describe the establishment of local financial management boards, if required. Specifically, point out the need for disbursing agents, receiving personnel, requirements validation, and quality assurance. Identify appropriate interface personnel responsible for:

(1) ( ) Initiating contract requirements.

(2) ( ) Validating purchase requests.

(3) ( ) Acceptance, receipt, and quality assurance for purchased items.

3. ( ) ADMINISTRATION AND LOGISTICS

a. ( ) Logistics. Provide broad guidance on how contract support logistics are to be furnished. Identify contracting office facilities, equipment, and support services requirements.

b. ( ) Administration. Identify any reporting requirements and other administrative procedures.

4. ( ) COMMAND AND SIGNAL

a. ( ) Command Relationships. Indicate the channels for controlling contract support if they differ from the command relationships outlined in the basic plan or in Annex J.

b. ( ) C3 Systems. Identify any specific requirements for C3 systems or refer to Annex K.

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CLASSIFICATION

Figure A2.79. Continued.

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1 April 1993

ANNEX E TO CINCUSAFE OPLAN 4123-93 (U)  
PERSONNEL (U)

- ( ) REFERENCES: Cite the references that are necessary for a complete understanding of this annex. As a minimum include the following:

AFI 10-215, Personnel Support for Contingency Operations  
AFI 10-402, Mobilization Planning  
AFI 10-403, Deployment Planning  
AFI 10-404, Base Support Planning  
AFI 36-507, Mobilization of the Civilian Work Force  
AFM 171-626, Volume II-B, War Planning, Computer Operation Manual for the Contingency Operation/Mobility Planning and Execution System (COMPES) Base-Level Manpower and Personnel (MANPER-B)  
Module: A200/MB End User Manual

1. ( ) SITUATION

- a. ( ) Enemy. Refer to Annex B.
- b. ( ) Friendly. List units outside this command that are necessary to the conduct of personnel support to this OPLAN.
- c. ( ) Assumptions. State any assumptions which could influence the feasibility of the Personnel Annex of the plan. If any assumptions are critical to the success of the plan, indicate alternative courses of action.
- d. ( ) Resource Availability. List resource availability.
- e. ( ) Planning Factors. Refer to and use approved service personnel planning factors and formulae except when theater experience or local conditions favor otherwise. When deviating, identify factors used and reasons for such use.

2. ( ) MISSION. Briefly state the mission of personnel in support of the mission statement in the basic plan.

3. ( ) EXECUTION

- a. ( ) Concept of Operations. State the general concept of the personnel support for the forces identified in the OPLAN.

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CLASSIFICATION

**Figure A2.80. Format for Personnel Annex.**

CLASSIFICATION

b. ( ) Tasks. Describe the tasks and responsibilities at each echelon of command for personnel support of this OPLAN. Refer to references for additional guidance.

c. ( ) Personnel Policies and Procedures

(1) ( ) General Guidance. See Joint Pub 0-2 and other references including interservice support agreements. Identify specific references to items of general guidance in the command war and mobilization guidance directive that may be pertinent to the plan or provide a basis for the specific guidance outlined in (2) below.

(2) ( ) Specific Guidance. Coordinate with supporting commanders and service component commanders for the personnel actions described in this paragraph. Under each of the subheadings, state policies, establish procedures, assign responsibilities, and cite applicable support agreements.

(a) ( ) Personnel Reporting Procedures. Include policies and procedures related to the requirement for, use, and preparation of, personnel reports (except casualty reports). Include specific reporting procedures such as:

1. ( ) Specify automated/manual reporting requirements according to AFI 10-215, For command-unique reporting requirements, in addition to specific AF requirements, provide format, content, message address elements, frequency of reporting and classification guidance.

2. ( ) Specify the Plan Identification Number (PID) to be used in TDY orders, the Mini-Record, and TDY reporting (RCS: HAFDPMAR 7150).

3. ( ) Mini-record transactions (RCS HAFDPMAR 7150) must be accomplished on deploying personnel for all contingency, exercise, rotation, or manning assistance TDYs according to AFI 10-215 and AFM 171-626, Vol II-B.

(b) ( ) Filler Replacement Policies. Refer to USAF War and Mobilization Plan (WMP-1), Annex G, for guidance.

(c) ( ) Personnel Center Operations. Refer to WMP-1, Annex G, for detailed guidance. Identify specific PERSCO team support including:

(d) ( ) Limiting Factors (LIMFACs). Describe any factors which impede strength accountability and reporting actions (i.e., lack of communication links such as AUTODIN/DDN connectivity of MANPER-B, STU-III telephones, etc.). The Personnel Planner must list each site with its LIMFACs and identify appropriate action(s) that will be required to rectify the LIMFACs. If necessary designate an MPF or another PERSCO Team to perform in-system strength accountability.

1. ( ) Organizational structure and attached Consolidated Base Personnel Office.

2. ( ) PERSCO facility (installation processing center).

E-2

CLASSIFICATION

Figure A2.80. Continued.

## CLASSIFICATION

3. ( ) Documented source of ADP and communications capability.
- (e) ( ) Rotation Policies. Specify policies concerning personnel rotation and tours of duty, to include:
  1. ( ) Specify a period of 90 days when the specific period of TDY for augmentation forces is unknown. (Any changes in the augmentation forces will be established by HQ USAF at the earliest practicable date following deployment.)
  2. ( ) Specify the period of TDY for in-theater forces and intratheater rotation policies as established by the supported component commander.
  3. ( ) State that normal overseas tour lengths apply until changes dictated by the situation are announced by HQ USAF.
- (f) ( ) Use of Personnel with Critical Skills, and Specialists. Include policies and guidance for utilizing specific categories of personnel.
- (g) ( ) NEO Policies. State the available planning guidance, including requirements for execution of dependent care plans.
- (h) ( ) US Citizen Civilian Personnel. State the policy on the use of US civilian personnel in support of the US Air Force-supported component command plan.
- (i) ( ) Non-US Citizen Labor. Outline requirements and availability of local national labor. Identify responsibilities for procuring and administering the local labor force.
- (j) ( ) Enemy Prisoners of War, Civilian Internees and Other Detained Persons. Refer to Chapter 30 and Appendix 1 if it has been prepared. (The Chief of Security Police prepares and submits Appendix 1 directly to the command personnel planning activity.)
- (k) ( ) Formerly Captured, Missing, and Detained US Military Personnel. Refer to Appendix 2 for more information if it has been prepared.
- (l) ( ) Family Support Services. Include policies and guidance on Family Services Support.
- (m) ( ) Casualty Reports. Report casualties according to Joint Pub 1-03.03, JRS, Status of Resources and Training System (SORTS); and AFI 36-3002.

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## CLASSIFICATION

**Figure A2.80. Continued.**

CLASSIFICATION

- (n) ( ) Decorations and Awards. Use AFI 36-2846 for guidance.
  - (o) ( ) Hostile Fire Pay. Use the DoD Pay and Allowance Manual for guidance.
  - (p) ( ) Travel Procedures. Document any policies, references or procedures pertaining to travel of personnel in support of the OPLAN.
  - (q) ( ) Military Law, Discipline, and Order. Include this paragraph which is jointly prepared by the Staff Judge Advocate and the Director of Security Police and submitted to the command personnel planning activity.
  - (r) ( ) Medical Returnees to Duty. State applicable policies and guidance.
  - (s) ( ) Spot or Field Promotions. State applicable policies and guidance.
  - (t) ( ) Single and Dual Military Service Parents. State applicable policies and guidance.
  - (u) ( ) Leave Accumulation. State applicable policies and guidance.
  - (v) ( ) War Zone Benefits. State applicable policies and guidance.
  - d. ( ) Personnel Related Issues. The supporting appendices represent a broad spectrum of functional areas related to personnel issues and specified by JOPES, Volume II, formatting guidance for inclusion under the Personnel Annex. These appendices are prepared by their respective OPRs, and brief summaries may be included in subordinate paragraphs below.
4. ( ) ADMINISTRATION AND LOGISTICS
- a. ( ) Logistics. Identify any specific logistics support requirements for the personnel function.
  - b. ( ) Administration. Identify any reports or administrative support required for the personnel function.
5. ( ) COMMAND AND SIGNAL
- a. ( ) Command Relationships. Refer to Annex J.

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- b. ( ) C3 Systems. Identify any specific personnel requirements for C3 systems or refer to Annex K.

**NOTE:** Personnel Planners must ensure all communication requirements are known and identified for PERSCO Teams in the plan. This includes AUTODIN/DDN connectivity for MANPER-B, telephonic voice (secure/unsecure), message and data traffic. Requirements must be addressed and identified in this section or in Annex K.

t/  
General  
Commander in Chief  
USAFE

Appendices:

- 1--Enemy Prisoners of War, Civilian Internees, and other Detained Persons
- 2--Processing of Formerly Captured, Missing, or Detained US Personnel
- 3--Finance and Disbursing (Comptroller)
- 4--Legal
- 5--Military Postal Service
- 6--Manpower
- 7--Noncombatant Evacuees

OFFICIAL:

s/  
t/  
Brigadier General  
Position

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**CLASSIFICATION**

**Figure A2.80. Continued.**



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APO AE 09094-5001  
1 April 1993

APPENDIX 1 ANNEX E TO CINCUSAFE OPLAN 4123-93 (U)

ENEMY PRISONERS OF WAR, CIVILIAN INTERNEES, AND OTHER DETAINED PERSONS (U)

( ) REFERENCES: Cite all documents necessary to understand this appendix.

1. ( ) SITUATION

a. ( ) Enemy. Refer to Annex B, Intelligence. Assess the impact of enemy capabilities and probable courses of action against EPW/CI/DET activities. Summarize the enemy military, paramilitary, and civilian forces and resources expected to be encountered.

b. ( ) Friendly. Include any non-US military forces and US civilian agencies which will augment assigned forces for EPW/CI/DET activities.

c. ( ) Assumptions. List applicable assumptions, if any.

d. ( ) Resource Availability. List resource availability.

e. ( ) Planning Factors. Identify any significant factors that could influence EPW/CI/DET activities supporting the OPLAN.

2. ( ) MISSION. Briefly state the mission of the specific activities of collection, processing, and evacuation of enemy prisoners of war, civilian internees, and other detained persons (EPW/CI/DET), as they pertain to the mission stated in the basic plan.

3. ( ) EXECUTION

a. ( ) Concept of Operations. State the general concept of EPW/CI/DET activities supporting the OPLAN.

b. ( ) Tasks. In separate subparagraphs, identify specific responsibilities for EPW/CI/DET activities for each component. Indicate the component responsible for carrying out as many of these actions as applicable:

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CLASSIFICATION

**Figure A2.81. Format for Enemy Prisoners of War, Civilian Internees, and Other Detained Persons Appendix.**

## CLASSIFICATION

- (1) ( ) Developing gross, time-phased estimates of the number of EPW/CI/DET in coordination with intelligence planners. Providing estimates to the medical planners.
- (2) ( ) Developing overall in-theater policy and coordinating matters pertaining to EPW/CI/DET activities.
- (3) ( ) Establishing and operating collection points and processing centers.
- (4) ( ) Establishing and operating EPW/CI camps.
- (5) ( ) Activating and operating EPW information centers and branches.
- c. ( ) Coordinating Instructions. Include general instructions that apply to two or more components, such as:
  - (1) ( ) Agreements with the host country, allied forces, and US government and non-government agencies.
  - (2) ( ) Relationships with the Red Cross or other humanitarian organizations.
  - (3) ( ) Arrangements for transferring EPW/CI/DET among services or acceptance of EPW/CI/DET from allied forces.
- d. ( ) Policy. Delineate the general policy for accomplishing EPW/CI/DET activities by the service components and other supporting commands.
- e. ( ) Special Guidance. Include guidance about collecting, safeguarding, processing, evacuating, treating, and disciplining EPWs and all personnel detained or captured. Include guidance for as many of these activities as applicable:
  - (1) ( ) Handling, processing and evacuating EPWs at capture point.
  - (2) ( ) Accountability for EPW/CI/DET.
  - (3) ( ) Interrogation and exploitation. (Cross-reference this information with information used in Annex B).
  - (4) ( ) According of legal status.
  - (5) ( ) Administering EPW/CI/DET advisory assistance programs.

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## CLASSIFICATION

**Figure A2.81. Continued.**

**CLASSIFICATION**

- (6) ( ) Transferring EPW/CI/DET to another detaining power.
- (7) ( ) Investigating, reporting, and adjudication of alleged violations of the laws of war as applicable to detained persons.
- 4. ( ) ADMINISTRATION OF LOGISTICS. Provide a concept for furnishing logistics and administrative support for EPW/CI/DET activities. As appropriate, include guidance for:
  - a. ( ) Accounting for personal property and deceased EPW/CI/DET. (Cross-reference this guidance with Annex D, Appendix 2, Mortuary Services.)
  - b. ( ) Maintaining EPW/CI/DET documentation and records.
  - c. ( ) Providing medical care and treatment.
  - d. ( ) Establishing EPW canteens and welfare funds.
  - e. ( ) Administering EPW/CI labor programs.
- 5. ( ) COMMAND AND SIGNAL
  - a. ( ) Command Relationships. Refer to Annex J.
  - b. ( ) C3 Systems. Refer to Annex K.

Tabs:

**NOTE:** There are no tabs specified, but they may be included, as necessary, for lengthy or detailed guidance.

**CLASSIFICATION**

**Figure A2.81. Continued.**

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1 April 1993

APPENDIX 2 TO ANNEX E TO CINCUSAFE OPLAN 4123-93 (U)  
PROCESSING OF FORMERLY CAPTURED, MISSING, OR DETAINED US PERSONNEL (U)

- ( ) REFERENCES: Cite all documents necessary to understand this appendix.
1. ( ) SITUATION
- a. ( ) Enemy. Refer to Annex B for more information about the enemy. Assess how enemy capabilities and probable courses of action impact on processing returnees.
- b. ( ) Friendly. Include non-US military forces and US civilian agencies, such as the American Red Cross or other humanitarian organizations, that will support assigned forces in doing the tasks involved in processing returned US personnel.
- c. ( ) Assumptions. List all assumptions on which this plan is based. Pay particular attention to enemy courses of action and assets of other US agencies.
- d. ( ) Resource Availability. List resource availability.
- e. ( ) Planning Factors. Identify any significant factors which may influence the processing of returned US personnel.
2. ( ) MISSION. Provide a clear, concise, complete, and realistic statement of the mission from the basic plan.
3. ( ) EXECUTION
- a. ( ) Concept of Operations. Summarize the intended course of action and state the general concept for processing returnees. In separate subparagraphs, provide specific guidance for these activities as applicable.
- (1) ( ) Promoting the health, welfare, and morale of returnees.

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DECLASSIFY ON:

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## CLASSIFICATION

**Figure A2.82. Format for Processing of Formerly Captured, Missing, or Detained US Personnel Appendix.**

**CLASSIFICATION**

- (2) ( ) Determining the placement of returnees in medical channels.
- (3) ( ) Processing returnees in-theater.
- (4) ( ) Providing aeromedical evacuation.

b. ( ) Tasks. In separate subparagraphs, assign specific tasks to each subordinate unit charged with responsibilities for processing returned US personnel. Indicate responsibility for as many of these activities as applicable:

- (1) ( ) Initial and subsequent processing of returned US personnel.
- (2) ( ) Establishing and operating centralized in-theater processing centers.
- (3) ( ) Debriefing returnees. (Cross-reference this guidance with the guidance in Annex B.)

(4) ( ) Aeromedical evacuation of returnees to the United States. (Cross-reference this guidance with guidance in Annex D.)

c. ( ) Coordinating Instructions. Include guidance on these topics as a minimum:

- (1) ( ) Items common to two or more subordinate commands.
- (2) ( ) Coordination with adjacent commands and civilian agencies, including US diplomatic missions.
- (3) ( ) Agreements with the host country, allied forces, and US government and nongovernmental agencies.
- (4) ( ) Relationships with the American Red Cross or other humanitarian organizations.
- (5) ( ) Arrangements for accepting returnees from allied forces or transferring returnees to parent service

control.

4. ( ) ADMINISTRATION AND LOGISTICS. Provide guidance for furnishing logistics and administrative support for processing returnees. As appropriate, include guidance on:

- a. ( ) Establishing sites.

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**CLASSIFICATION**

**Figure A2.82. Continued.**

## CLASSIFICATION

- b. ( ) Obtaining intratheater airlift support.
  - c. ( ) Providing medical care and treatment. (Cross-reference this guidance with guidance in Annex D, Appendix 3.)
  - d. ( ) Establishing and disposing of processing files.
  - e. ( ) According of legal rights.
  - f. ( ) Assigning returnees to designated CONUS hospitals according to DoD and service guidance.
  - g. ( ) Establishing policy and outlining conditions under which returnees may be interviewed by representatives of the news media. Establishing policy and channels through which information regarding returnees may be released to the media. (Cross-reference this guidance with guidance in Annex F.)
5. ( ) COMMAND AND SIGNAL
- a. ( ) Command Relationships. Refer to Annex J.
  - b. ( ) C3 Systems. Identify any specific C3 system requirements or refer to Annex K.

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CLASSIFICATION

Figure A2.82. Continued.

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1 April 1993

APPENDIX 3 TO ANNEX E TO CINCUSAFE OPLAN 4123-90 (U)  
FINANCE AND DISBURSING (COMPTROLLER) (U)

- ( ) REFERENCES
- a. Cite the documents necessary for an understanding of this appendix. Include any command-to-command or interagency agreements that would impact comptroller support of this plan.
  - b. List applicable references and interservice support agreements.
1. ( ) SITUATION
- a. ( ) Enemy. Describe actions which the enemy may take to disrupt the economic systems and the actions which may have to be implemented to protect currency values by using military payment certificates. (Consult with Intelligence OPR)
  - b. ( ) Friendly. Describe the operations of external forces which could have a direct and significant influence on the operations encompassed by this plan. (For example, describe comptroller support which will be provided by, or for, other military Services to include other countries.)
  - c. ( ) Assumptions. List the assumptions on which the plan is based. List either the conditions most likely to exist, and/or other conditions over which the commanders have no control that are likely to have a significant impact on this plan or supporting plans. List only assumptions which are directly relevant to the development of this plan and supporting plans, and which express conditions that, should they not occur as expected, would invalidate portions or all of the comptroller CONOPS. Specify the degree of mobilization assumed, such as full, partial, or none. Include any additional assumptions about specific aspects of the operation in respective annexes.
  - d. ( ) Resource Availability. List resource availability.

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**Figure A2.83. Format for Finance & Disbursing (Comptroller) Appendix.**

**CLASSIFICATION**

e. ( ) Planning Factors. Coordinate with supporting commanders and Service component commanders on the items listed below. For each subheading, state policies, assign responsibilities, and cite applicable references and inter-Service support agreements:

- (1) ( ) Currency and Credit Controls.
- (2) ( ) Pay Functions.
- (3) ( ) Control and Financial Institutions.
- (4) ( ) Inspection and Audit.
- (5) ( ) Funding.
- (6) ( ) Cost Data.

f. ( ) Legal Considerations. List the legal considerations on which the plan is based. (For Example, does it conform with pertinent international and national laws and international agreements, Geneva Conventions of 1949, and Status of Forces Agreements?)

2. ( ) MISSION. State concisely the comptroller mission as it relates to the planned operation. Refer to the command mission statement in the basic plan.

3. ( ) EXECUTION.

a. ( ) Concept of Operations. Summarize the intended course of action and state the general concept for establishing, conducting, controlling, and sustaining essential comptroller operations. For example:

(1) ( ) Comptroller, budget, cost analysis and disbursing agent operations will be established at non-MOB locations with two combat aircraft squadrons; estimated supported population of 2,500.

(2) ( ) Comptroller, budget, cost analysis, and disbursing agent operations will be established at non-MOB locations with one combat aircraft squadron; estimated supported population of 1,500.

(3) ( ) A disbursing agent operation will be established at locations with an estimated population between 500-1,499. Comptroller, budget, cost analysis and accounting support will be provided by the supporting MOB comptroller.

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**CLASSIFICATION**

**Figure A2.83. Continued.**



CLASSIFICATION

(4) ( ) A paying agent will be established at non-MOB locations with a population between 100-499 personnel.

(5) ( ) A "circuit rider" paying agent from the supporting MOB will provide comptroller support to non-MOB locations with a population between 1-99 personnel.

(6) ( ) A disbursing pay agent resource (XFFA2) will be deployed from the supporting MOB to non-MOB locations as required for initial reception and beddown of forces. The disbursing agent will carry the initial operating cash and funding authority. (This concept helps ensure a continuity of operations exists between the MOB and non-MOB operating locations.)

(7) ( ) CONUS Augmentation of Supported Commands. Comptroller personnel to support non-MOB locations will be deployed from the CONUS directly to non-MOB locations as required. CONUS personnel will be time-phased to arrive at a location consistent with the force buildup at the location. However, the supporting MOB will provide a paying agent to each location with a population between 100-499. Therefore, CONUS comptroller personnel time-phased in to perform paying agent duties will be deployed to MOBs and subsequently assigned to the non-MOB operating location.

b. ( ) Tasks. The Comptroller Annex to the War and Mobilization Plan, Volume I, (WMP-1) provides substantively more planning guidance on how to formulate Comptroller actions in real-world OPLANs. Also, AFI 10-213 provides functional guidance. Supported command comptroller planners (i.e. USCENTAF, PACAF, and USAFE) must develop theater-unique wartime CONOPS plans to define how peacetime operations will transition to wartime operations in their area of responsibility. The wartime manpower in the comptroller annex to the War and Mobilization Plan, Volume I, and the Comptroller Wartime Manpower Standard provide a baseline for developing TPFDD requirements. Keep in mind that the focus planning is to identify the full scope of tasks we must accomplish to support initial and sustained operations (30 days into the war and beyond).

(1) MOB-COB Alignments. It is essential that individuals doing comptroller planning know all of the locations that are aligned to the MOBs and that this alignment is documented in OPLANs. Understanding the total number of COBs (with or without an on-site comptroller function), that must be supported by the MOB, is essential to accurately size the MOB's workload. Similarly, when sizing the workload for a given disbursing agent operation at a given COB you should establish some workload factor for COB locations (less than 500 personnel) that will be supported by the disbursing agent.

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CLASSIFICATION

Figure A2.83. Continued.

**CLASSIFICATION**

(2) Comptroller Planning Guidance. Comprehensive planning requires an assessment of the full range of tasks that must be accomplished in wartime. In order to properly evaluate the given tasks, the individuals accomplishing the assessment must: (1) be knowledgeable of the requirements in the functional area being assessed; (2) be familiar with the Air Staff planning guidance in Annex N to WMP-1; (3) be knowledgeable of the planning guidance in AFI 10-213; and be familiar with the provisions of the theater's Comptroller Wartime Concept of Operations (CONOPS). Through close evaluation of each task, the planner must determine:

(a) ( ) Whether the stated task must be accomplished to sustain the mission objective of the plan. (i.e. The task of vouchering local AFO authorized payments is an example of a peacetime task that will continue in wartime. The task of preparing local military payrolls is an example of a task that will not be accomplished in wartime according to AFI 10-213.)

(b) ( ) Whether a variation of the stated task must be accomplished. (i.e. The termination of regular local payrolls will require an alternate method for paying personnel who previously received paychecks.)

(c) ( ) Whether there are any functional tasks that are unique only to wartime that must be accomplished. (i.e., Assuming the functional responsibility as the on-base banking facility is an example of a wartime-unique function. Tasks associated with the replenishment of the AFO's operating cash (bank no longer available) and distribution of cash to disbursing agents, etc., are other examples of wartime-unique workload.)

c. ( ) Coordinating Instructions. This subparagraph must include, but not be limited to, coordinating with other Services which will be affected by this plan.

4. ( ) ADMINISTRATION AND LOGISTICS. Provide a statement of the administrative and logistic arrangements applicable to comptroller but not covered in the basic plan or another annex.

a. ( ) Logistics. Detail, at a minimum, logistic requirements for providing: funding authority, cash, security of funds, replenishment of cash, comptroller unique forms, supplies, and equipment.

b. ( ) Administration. List, at a minimum, requirements for special reports and other special requirements. Also, address any theater unique peacetime arrangements which will impact comptroller operations (i.e. In PACAF, the Army provides all contracting support for American forces in Korea.) Address administration for paying claims against the U.S. arising from DoD operations according to U.S. law, pertinent military directives, and international agreements. Address procedures for identifying, recording, and setting foreign currency exchange rates.

5. ( ) **COMMAND AND SIGNAL**

a. ( ) **Command Relationships**. Provide details on comptroller command relationship issues. Specifically, address chain of command for budget and funding issues if the supported command "chops" to allied organizations or falls under different organizations in wartime, i.e. USAFE chops to NATO and becomes part of three different allied organizations. Refer to Annex J.

b. ( ) **C3 Systems**. Identify specific comptroller C3 system requirements or refer to Annex K.

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**CLASSIFICATION**

**Figure A2.83. Continued.**

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1 April 1993

APPENDIX 4 TO ANNEX E TO CINCUSAFE OPLAN 4123-93 (U)  
LEGAL (U)

- ( ) REFERENCES: Cite the documents necessary for a complete understanding of this appendix. Include any international agreements; Host Nation support agreements; intercommand, interagency, or interservice agreements; or other directives including unified command directives, executive orders, and higher headquarters' messages which would influence the provision of legal support and services under this plan. Examples include:
- a. (U) Manual for Courts-Martial, United States (MC) (U);
  - b. (U) AFP 110-3, Civil Law (U);
  - c. (U) AFM 110-7, Joint Manual for Civil Affairs (U);
  - d. (U) AFJI 51-706, Status of Forces Policies, Procedures, and Information (U);
  - e. (U) AFR 110-14, Investigations of Aircraft, Missile, and Nuclear and Space Accidents (U);
  - f. (U) AFI 51-504, Legal Assistance Program (U);
  - g. (U) AFI 51-301, Litigation, Tax Disputes, Administrative Proceedings, and Legal Process (U);
  - h. (U) AFI 51-704, Procedure for Handling Requests for Political Asylum and Temporary Refuge (U);
  - i. (U) AFP 110-31, International Law - The Conduct of Armed Conflict and Air Operations (U);

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DECLASSIFY ON:

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**CLASSIFICATION**

**Figure A2.84. Format for Legal Appendix.**

**CLASSIFICATION**

- j. (U) AFI 51-401, Training and Reporting to Insure Compliance with the Law of Armed Conflict (U);
  - k. (U) AFI 51-201, Military Justice Guide (U);
  - l. (U) AFI 51-202, Nonjudicial Punishment Under Article 15, UCMJ (U);
  - m. (U) AFI 51-501, Claims and Tort Litigation (U);
  - n. (U) AFI 51-701, Negotiating, Concluding, Reporting, and Maintaining International Agreements (U);
  - o. (U) Cite any unified command regulation on foreign criminal jurisdiction over US personnel (U);
  - p. (U) Cite any unified command regulation on legal services, on the Law of Armed Conflict Program (LOAC), or on any other aspect of legal support (U);
  - q. (U) Cite the legal appendices of any unified command OPLANs.
1. ( ) GENERAL GUIDANCE. See Joint Pub 0-2 and other references, including interservice support agreements, for information to include in this paragraph. Add general information on conditions expected to exist which could affect the achievement of the plan's objectives if the plan is executed. Describe the main objectives and overall concept of operations in the context of JA's mission as stated in WMP-1, Annex P, to provide subordinate offices a clear understanding of their roles and responsibilities. This is an appropriate place to list the procedures that subordinate offices must use to request additional manning.
- a. ( ) Legal Support. State what legal support activities will be continued after this OPLAN is executed and any statutory exceptions affecting support plans. Note that legal support for the base legal office is included in the combat support element and cannot be tasked independently.
- (1) ( ) Indicate that judge advocate functions will be accomplished on a timely and efficient basis; however, priority will be given to providing advice to commanders at the air component level within the unified command, joint task force, or other joint organization and at subordinate wing levels. Subordinate legal offices will fulfill all judge advocate functions and responsibilities, unless otherwise instructed by the air component staff judge advocate in consultation with the unified command staff judge advocate and, normally, with the concurrence of The Judge Advocate General of the Air Force.

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**CLASSIFICATION****Figure A2.84. Continued.**

CLASSIFICATION

(2) ( ) Ensure that legal support for increased military justice activity is considered. Military judges (Unit Type Code (UTC) XFFJ1), circuit counsel and paralegal support (UTC XFFJ2), and court reporters (UTC XFFJ4) can be tasked for deployment to a CINC's area of responsibility (AOR). Area defense counsel and area defense administrators can be similarly tasked for deployment (UTC XFFJ2). Refer to procedures for requesting additional personnel in paragraph 1 above.

(3) ( ) Additional judge advocates can be deployed to augment specific functions; e.g. claims disasters, aircraft accident investigations, friendly fire incidents, war crimes investigations, procurement functions; and for any other needed support tasking. UTC XFFJ3 should normally be used for these deployments. This JA-unique UTC has limitless application and should be used to deploy judge advocates and paralegals into an AOR to support operations there. This UTC contains one JAG and one paralegal; any MAJCOM can task this UTC as many times as necessary to ensure the right number of personnel are assigned to a location. Again, refer to paragraph 1 for the procedures to request these additional personnel, unless directed to use different procedures for the purpose of augmenting certain AOR offices or functions.

b. ( ) Assumptions. List the basic assumptions on which legal support planning is based and particularly any assumptions not contained in the OPLAN's basic planning assumptions that may influence legal support for the plan. For example, it may be helpful to include the reason for the deployment; i.e; is this essentially a peacetime operation; is the deployment part of a peacekeeping mission pursuant to the UN Charter or other international agreement; is the deployment an act of individual or collective self-defense against an armed attack; is the deployment initiated to protect US material, equipment or installations, etc. Inclusion of this information serves to provide a focus for legal considerations (for example, security assistance implications, legal agreements relevant to the deployment, compliance with the JCS Peacetime ROE, etc.).

2. ( ) SPECIFIC GUIDANCE. Coordinate with the staff judge advocates of supported unified commanders and service component commanders to establish responsibility for the scope of legal activities expected from the supporting command staff judge advocates. For each location in the plan, identify the supporting staff judge advocate office(s) and the number of personnel assigned. Also identify the supporting base for the area defense counsel and the area defense administrator. Normally, the supporting base area defense counsel will be in the CONUS. In separate paragraphs, state policies, assign responsibilities, and cite applicable references and interservice support agreements for the legal activities to be provided, termed herein as planning factors. The following are suggested minimum requirements. Unique circumstances within an AOR may dictate exceeding these requirements or the need to eliminate or modify some of them.

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CLASSIFICATION

Figure A2.84. Continued.

**CLASSIFICATION**

- a. ( ) International Legal Considerations. At a minimum, state: that US forces are required to comply with the LOAC; that commanders will ensure that personnel under their command are aware of this requirement; whether or not there is a Status of Forces Agreement (SOFA) in effect, and if so, describe its pertinent provisions. If not, describe the status of US forces in the absence of any agreement; that commanders will maximize jurisdiction over US forces and any civilians accompanying them; which official will have the authority to release military or civilian personnel to foreign authorities; the reporting requirements for incidents which could result in judicial action by foreign civil authority; that certain procedures will apply concerning requests for refuge and political asylum and what they are; any other limitations that host nations' laws or customs may impose on US forces; that international law may have an environmental component based on US domestic law and how this may affect the OPLAN.
- b. ( ) Reporting Violations of Law of War. State the channels for making these reports and preserving evidence documenting violations, including the assignment of responsibility for the preservation of this evidence, what each LOAC incident report will contain, and, if any occur, the procedures for reporting enemy LOAC violations.
- c. ( ) Operations Law, Rules of Engagement and Targeting. As requested by the commander, DO, IN, or other air component division, indicate JA responsibilities with regard to the following; participation on battle staff and on special planning groups to perform functions related to formulating master attack plans, selecting targets and making weaponeering decisions, and creating air tasking orders (ATO); devising and negotiating operating instructions covering combined forces in air operation, and; crafting and reviewing peacetime and wartime rules of engagement (ROE) for air operations and security forces (at a minimum, ROE should be reviewed by judge advocates for clarity, consistency, and compliance with international law and to ensure they have been coordinated with other Services). JAGs should also determine: when Riot Control Agents (RCA) can be used prior to and during hostilities; in which situations chemical weapons can legally be used; what overflight and basing rights exist and those which may need to be negotiated; how operations in neutral airspace will be conducted; what intelligence oversight and related issues need to be addressed, and; what, if any, environmental conditions exist that should be considered.

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**CLASSIFICATION****Figure A2.84. Continued.**

CLASSIFICATION

d. ( ) Claims. Indicate what claims provisions exist in any applicable SOFAs, treaties, and agreements; what Service has single-service claims responsibility per DoD Directive 5518.8; who will be the senior official in-theater for approving claims; whether the Service exercising single-service claims authority will appoint members of other Services to act as foreign claims commissions; what prior approval need be obtained before appointing these members of other Services as foreign claims commissions; if possible, what will be the geographical area of responsibility for each commission; that, no matter what Service actually processes the claims, those processing claims will use the claims regulations, forms, procedures and funds of the Service exercising single-service claims responsibility; what claims fund cite to use for paying claims; how claims will be recorded in a computerized database when one Service has single-service claims responsibility; what claims are not payable (e.g., damage caused by enemy action or by U.S. armed forces in combat); how admiralty claims will be handled; and, if there is a "Blood Chit" program, in effect, how this program works.

e. ( ) Military Justice. State who will be authorized to convene general and special courts-martial in the AOR, and who will exercise that authority in the event courts-martial are convened in the AOR (R.C.M. 201(e); AFI 51-201). If convening authority designations or authorizations are necessary, state who will designate or authorize the convening authorities required (e.g., the unified or specified commander, SECDEF, SECAF, or TJAG). State how nonjudicial punishment (NJP) actions imposed on Air Force members by commanders of other Services will be handled: e.g., under what circumstances will interservice NJP be imposed, who will handle appeals from interservice NJP, and will designation of appellate authorities by AFLSA/JAJM be required. State how processing of interservice NJP will ensure that appeals and collateral actions (e.g., UIF, selection record filing) will be accomplished within Air Force channels. State whether the "in time of war" provisions of the UCMJ apply (R.C.M. 103(19); Part IV, MCM, 1984); whether the UCMJ applies to US citizens and US permanent resident civilians accompanying the US Forces in the field during time of war, including DoD contractor personnel (Article 2(a)(10) and Article 2(a)(11); what commander must approve the assertion of UCMJ jurisdiction over a civilian; what arrangements are necessary for the court-martial and the personnel required; and what confinement facilities will be used).

f. ( ) Legal Assistance. State the priority of services, if any, and any limitation on the scope of the program; list the rules governing marriage between U.S. military members and foreign and host nationals in a host nation and between members of the U.S. armed forces overseas; identify taxation, SSCRA, Veterans Re-employment Rights Law, and related issues.

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CLASSIFICATION

Figure A2.84. Continued.

**CLASSIFICATION**

g. ( ) Civil Law. Detail the procedures about the following areas: handling emergency procurements; procuring from AAFES stores overseas, procurement funding limitations; restrictions on minor military construction fund expenditures; work stoppages, civil unrest, and other labor relations issues; identifying emergency essential civilian personnel; arming contractor employees; treatment of captured weapons, war trophies, documents, and equipment; seizing and safeguarding the personal effects of EPWs, civilian internees, and detainees in US custody; disposing of enemy remains; treating enemy private property; seizing enemy public property or property of civilians residing in enemy territory and providing for compensation under international law in the latter case; responding to "sole surviving son/daughter" issues; accepting gifts from foreign governments, American businesses, and private citizens; using O&M funds to train and support allied armed forces, including the limited nature of such funding; invoking the Food and Forage Act, 41 U.S.C. Section 11; providing NBC (Nuclear, Chemical, Biological) protective gear to civilians; providing manpower, equipment, and supplies to relieve a civilian population from the burdens of war; conducting aircraft accident investigations and conducting fratricide investigations involving incidents occurring between USAF forces, between USAF forces and those of other Services, and between USAF forces and those of allied services; and the impact of environmental laws and any limitations they may create.

h. ( ) Host Nation Support. Set out what agreements apply. (Note that some of these agreements, such as SOFAs, MOUs, and exchanges of notes, are or will be classified, that gaining access to them may be difficult, and that US Embassy personnel may be the best source for this information).

i. ( ) Enemy Prisoners of War (EPWs). Detail what, if any, directives govern the treatment of EPWs. Specifically, some of the issues which should be included are the retention by EPWs of their military ID or other Geneva Convention ID cards, the legal requirements for transferring EPWs to the custody of foreign powers; whether an EPW transfer agreement between U.S. and allied governments will be needed; how EPW requests not to be repatriated will be treated; whether to issue NBC equipment to EPWs; whether to use EPW volunteers to clear mines, perform other dangerous activities, and appeal to comrades to surrender; whether mail censorship or the ICRC "Blue slip" address system will be used; and how EPWs can be employed as laborers. Discuss Article 5 Tribunals, including procedures for conducting the Tribunals, and treatment of captured persons pending determination of their status by such a Tribunal.

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**CLASSIFICATION****Figure A2.84. Continued.**



CLASSIFICATION

- j. ( ) Relations with the International Committee of the Red Cross (ICRC). Detail who in the component will escort or serve as liaison with ICRC representatives (normally, a judge advocate); what facilities the commander having custody of EPWs will make available for ICRC visits; and what levels of command will be notified about requests from ICRC representatives to visit EPW, internee, or detainee facilities.
  - k. ( ) Allied Support. Identify allied nations and commands which may provide support for wartime operations and agreements which exist or can be negotiated to provide such support, e.g., mutual support acts and any geographic or funding limitations on such agreements; combined U.S.-allied staffing of medical facilities and other support functions.
  - l. ( ) Reports. Refer to LOAC violation reporting procedures, detail frequency of reports from component and lower echelon SJAs and suspense; and note any requirements to provide the unified command staff judge advocate with copies of reports sent within service channels at the Service's direction.
  - m. ( ) Resource Availability. List resource availability.
  - n. ( ) Redeployment. State what standard operating procedures and other directives related to redeployment should be reviewed; consider publishing a letter of instruction covering any customs, importation restrictions and limits on mailable material, war trophies, explosives, weapons, and so forth.
3. ( ) MISSION. State concisely the judge advocate mission as it relates to the planned operation. Refer to the command mission statement in the basic plan.
4. ( ) EXECUTION.
- a. ( ) Concept of Operations. State the planned organization for the judge advocate functions in support of the plan and the expected command structure. Consult Annex P, Legal Affairs, WMP-1 for the TJAG Concept of Operations.
  - b. ( ) Judge Advocate Locations
    - (1) ( ) Force locations;
    - (2) ( ) Type of facility and requirements;
    - (3) ( ) Legal Services to be provided at each location;

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CLASSIFICATION

Figure A2.84. Continued.

**CLASSIFICATION**

(4) ( ) Unit Type Codes (UTC) to be tasked and the number of judge advocate and paralegal personnel to be provided at each location. Plans should normally identify requirements for judge advocate personnel from the AF Legal Services Agency for military justice, Area Defense Counsel, and additional mission support using JA unique UTCs XFFJ1 through XFFJ4. Judge advocate support for special teams and missions, such as special operations forces, may be built into a number of other UTCs. See the Manpower Force Element Listing documents for detailed descriptions of UTCs. It can be obtained from your local DO or LG office;

(5) ( ) Identify expected JA personnel shortfalls based on assessment of operational risks;

(6) ( ) Limiting Factors. (For example, these may include the general nature of the operational area, topography, hydrographic weather, cultural, social, religious, etc.)

c. ( ) Logistics and Administration. Assure that tasked resources have a mobility number assigned for deployment. Describe the availability of material, equipment, and transportation for accomplishing the required legal support. Indicate initial levels of material on hand, to include unique legal forms, court-reporting equipment, legal references, and so forth. Ensure that deploying personnel have at least one lap-top computer, a printer, where appropriate, and supplies of disks etc. Consider where replacements or repair could be found in the event of loss, damage, or malfunction. Determine which and how many supplies and pieces of equipment will be prepositioned in the event of redeployment. Contact AFLSA/JAS with regard to REFLEX computer reference disks. Include the AF/JAS address and commercial and DSN telephone numbers here.

(1) ( ) Supply Aspects

(a) ( ) Type of installations or operations to be supported affect the kinds of supplies and equipment that are in place or that must deploy with JA personnel.

(b) ( ) Availability of legal office supplies and equipment as well as individual mobility equipment and NBC gear.

(c) ( ) Resupply.

(d) ( ) Limiting Factors.

(2) ( ) Transportation

(a) ( ) Staging requirements. Ensure that the personnel tasked to support your plan are designated as mobility resources, assigned a mobility number, and given proper training.

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**CLASSIFICATION**

**Figure A2.84. Continued.**

**CLASSIFICATION**

(b) ( ) Air support. If resources are to deploy with the operational units be sure that this is reflected in the Annex. At least one JAG and paralegal for each location should hit the ground with the operational commander.

(c) ( ) Transportation requirements in the AOR. For example sometimes, (though not normally), an Area Defense Counsel may be tasked to support more than one installation. If so, transportation requirements must be addressed.

(d) ( ) Limiting factors. These can include timing and equipment to be shipped both with deploying personnel and separately.

(3) ( ) Communications

(a) ( ) Requirements for each location.

(b) ( ) Expected availability and priority of availability.

(c) ( ) Limiting factors.

5. ( ) COORDINATION AND REPORTING. Coordinate requirements for resources from outside your MAJCOM/component with the appropriate supporting MAJCOM SJA or the commander, AFLSA, and with AF/JA and AF/JAX. Provide copies of your completed OPLAN to HQ USAF/JAI and to tasked commands and organizations.

**CLASSIFICATION**

## CLASSIFICATION

HQ USAFE  
APO AE 09094-5001  
1 April 1993

APPENDIX 5 TO ANNEX E TO CINCUSAFE OPLAN 4123-93 (U)  
MILITARY POSTAL SERVICE (U)

- ( ) REFERENCES:
- a. Cite the documents necessary to understand this appendix.
  - b. See Joint Pub 0-2 and interservice support agreements.
1. ( ) SITUATION
- a. ( ) Enemy. Refer to Annex B.
  - b. ( ) Friendly. Identify allied or other service postal operations that may support operations envisioned under this plan.
  - c. ( ) Assumptions. List the assumptions on which postal planning and support are based. Consider including: level and types of postal service to be provided, agreements with and requirements of the host country, methods of transporting mail, and available postal facilities.
  - d. ( ) Resource Availability. List resource availability.
  - e. ( ) Planning Factors. Consider the following:
    - (1) ( ) Mail volume planning factors for class 6 M (DoD supply class for mail) contained in the Joint Strategic Capabilities Plan.
    - (2) ( ) Planning factors that ensure the timely movement of mission essential spare parts and medical supplies. Expedite movement of mail through the best integration of mail processing, logistical flow, and transportation functions at all levels.
    - (3) ( ) Other avenues for providing effective postal support through MPS elements.
2. ( ) MISSION. Briefly state the military postal service mission in support of the mission statement in the basic plan.

CLASSIFIED BY:  
DECLASSIFY ON:

E-5-1

## CLASSIFICATION

**Figure A2.85. Format for Military Postal Service Appendix.**

CLASSIFICATION

3. ( ) EXECUTION

a. ( ) Concept of Operations. State how postal support will be provided. Describe the scope of operations and identify the methods and resources to be employed. If there are limiting factors, list them along with their mission impact. Consider including these areas: casualty mail processing, forwarding and redirecting mail, mail security, augmenting postal units, and collecting and dispatching mail.

b. ( ) Tasks

(1) ( ) List all postal service responsibilities in the plan, as well as responsibilities of other functions which may support postal units.

(2) ( ) Identify who will function as postal coordinators for postal matters/problems that surface during plan implementation.

c. ( ) Limitations. Consider the following:

(1) ( ) Postal restrictions on incoming and retrograde mail (personal and official) including disruption of mail service between CONUS and overseas locations.

(2) ( ) Potential impact of wartime embargo of US mail in CONUS.

(3) ( ) International agreements that affect postal operations.

d. ( ) Postal Policies and Procedures

(1) ( ) Policy. See DoD 4525.6M, Volume I, Chapter 2.

(2) ( ) Specific Guidance. Summarize the following, in coordination with supporting commanders. Listings of aerial mail terminals and military post offices should be tabs.

(a) ( ) In coordination with the Military Postal Service Agency (MPSA):

1. ( ) Request free mail in accordance with Executive Order 12556.

2. ( ) Indicate the requirement to implement mail embargo procedures.

3. ( ) Arrange for mail movement to the theater of operations.

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CLASSIFICATION

Figure A2.85. Continued.

## CLASSIFICATION

4525.7-M. 4. ( ) Request for postage due penalty mail in accordance with Domestic Mail Manual and DoD

(b) In coordination with unified commands:

1. ( ) Indicate procedures to establish and maintain mail operations.
2. ( ) Indicate procedures for movement of mail originating in or destined for overseas theaters.
3. ( ) Indicate implementing instructions for international agreements affecting postal operations.
4. ( ) Specify restrictions for retrograde mail.
5. ( ) Indicate the extent to which postal operations will be established.
6. ( ) Specify unit sorting requirements.
7. ( ) Indicate expected source of transportation for secure mail movement.
8. ( ) Outline procedures for obtaining postal-unique supplies and equipment.

c. ( ) Coordination. Provide guidance which applies to two or more components. As necessary, include host nation agreements, casualty mail, "free" mail, level of postal services, and mail movement from, to, and within the area of responsibility.

4. ( ) ADMINISTRATION AND LOGISTICS

a. ( ) Logistics. Identify logistics support requirements specific to the performance of the military postal service mission.

b. ( ) Administration. Provide instructions for submitting reports and administrative support as required.

5. ( ) COMMAND AND SIGNAL

a. ( ) Command Relationships. Summarize the command relationships necessary to provide postal support. Identify relationships, if any, that would need to be established with foreign governments. Refer to Annex J.

b. ( ) C3 Systems. Identify C3 system requirements in support of military postal service or refer to Annex K.

Tabs:

A--Air Mail Terminals

B--Military Post Offices

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CLASSIFICATION

Figure A2.85. Continued.

**CLASSIFICATION**

HQ USAFE  
APO AE 09094-5001  
1 April 1993

TAB A TO APPENDIX 5 TO ANNEX E TO CINCUSAFE OPLAN 4123-93 (U)  
AERIAL MAIL TERMINALS (U)

<u>NAME</u>	<u>LOCATION</u>	<u>ADDRESS</u>	<u>REMARKS</u>
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CLASSIFIED BY:  
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E-5-A-1

**CLASSIFICATION**

**Figure A2.86. Format for Aerial Mail Terminals Tab.**

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1 April 1993

TAB B TO APPENDIX 5 TO ANNEX E TO CINCUSAFE OPLAN 4123-93 (U)  
MILITARY POST OFFICES (U)

<u>NAME</u>	<u>LOCATION</u>	<u>ADDRESS</u>	<u>REMARKS</u>
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E-5-B-1

**CLASSIFICATION**

**Figure A2.87. Format for Military Post Offices Tab.**



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HQ USAFE  
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1 April 1993

APPENDIX 6 TO ANNEX E TO USAFE OPLAN 4123-93 (U)  
MANPOWER (U)

( ) REFERENCES: Cite references to understand this appendix.

1. SITUATION

a. ( ) Enemy. Refer to Annex B, Intelligence. Assess the impact of enemy capabilities and probable courses of action that would affect the management of our available manpower (for example, expected attrition rates for anticipated enemy actions).

b. ( ) Friendly. Include any non-US military forces and US civilian agencies which will augment assigned forces, and the status of unit "Ready" programs to identify varied combat skills.

c. ( ) Assumptions. List applicable assumptions (if any).

d. ( ) Resource Availability. List resource availability.

e. ( ) Planning Factors. List applicable planning factors.

2. ( ) MISSION. Briefly state the manpower activities mission in support of the mission statement in the basic plan.

3. ( ) EXECUTION

a. ( ) Concept of Operations. State the general concept of manpower activities supporting the OPLAN (for example, manpower collocated with the Personnel function force beddown).

b. ( ) Tasks. In separate subparagraphs, identify specific responsibilities.

4. ( ) ADMINISTRATION AND LOGISTICS. Provide a concept for furnishing logistics and administrative support.

5. ( ) COMMAND AND SIGNAL. Identify command relationships and C3 system requirements unique to manpower activities or refer to Annexes J and K respectively.

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DECLASSIFY ON:

E-6-1

CLASSIFICATION

**Figure A2.91. Format for Manpower Appendix.**

## CLASSIFICATION

HQ USAFE  
APO AE 09094-5001  
1 April 1993

APPENDIX 7 TO ANNEX E TO CINCUSAFE OPLAN 4123-93 (U)  
NONCOMBATANT EVACUEES (U)

- ( ) REFERENCES:
- a. List DoD Directive 5100.51, "Protection and Evacuation of U.S. Citizens and Certain Designated Aliens in Danger Areas Abroad" (short title: "Noncombatant Evacuation").
  - b. Cite all documents necessary for a complete understanding of this appendix.
1. ( ) SITUATION
- a. ( ) Enemy. Refer to Annex B, Intelligence. Assess the impact of the enemy's capability to disrupt the flow of noncombatants, for example, loss of marshaling areas, etc.
  - b. ( ) Friendly. Include non-US military forces and US civilian agencies, such as the American Red Cross or other humanitarian organizations, that will support the processing and returning of noncombatants. Also identify expected host-nation support.
  - c. ( ) Assumptions. List all assumptions on which this planning is based. When planning noncombatant evacuation flow, consider a worst case scenario. Make no assumptions about proposed safe haven or overflight agreements with any country. Use only ratified treaties and agreements in the planning process.
  - d. ( ) Resource Availability. List resource availability.
  - e. ( ) Planning Factors. Identify any significant factors that may influence the processing and returning of noncombatant evacuees (US nationals or designated foreign nationals).
2. ( ) MISSION. Briefly state the mission of NEO as it applies to the mission statement in the basic plan.

CLASSIFIED BY:  
DECLASSIFY ON:

E-7-1

## CLASSIFICATION

**Figure A2.92. Format for Noncombatant Evacuees Appendix.**

CLASSIFICATION

3. ( ) EXECUTION

a. ( ) Concept of Operations. Summarize the intended course of action and state the general concept for processing and returning noncombatants. In separate subparagraphs, provide specific guidance on the following, as applicable:

- (1) ( ) Marshaling sites (primary and alternate).
- (2) ( ) Intheater (country) movement.
- (3) ( ) Intheater processing.
- (4) ( ) Airlift evacuation.
- (5) ( ) Sealift evacuation.
- (6) ( ) Use of safe havens.

b. ( ) Tasks. In separate subparagraphs, assign specific tasks to each subordinate unit with responsibilities for processing and returning noncombatant evacuees. Indicate responsibility for as many of the following as applicable:

- (1) ( ) Initial and subsequent processing of noncombatant evacuees.
- (2) ( ) Intheater movement.
- (3) ( ) Establishment and operation of centralized in-theater processing centers.
- (4) ( ) Debriefing program (if required).

(5) ( ) Airlift and sealift evacuation to the United States. (Cross-reference this guidance with guidance in Annex D, Logistics.)

(6) ( ) Airlift and sealift evacuation to a safe haven. (Cross-reference this guidance with guidance in Annex D, Logistics.)

- (7) ( ) Command relations.

c. ( ) Coordinating Instructions. As a minimum, include in this subparagraph:

- (1) ( ) Items common to two or more subordinate commands.

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CLASSIFICATION

Figure A2.92. Continued.

**CLASSIFICATION**

- (2) ( ) Coordination with adjacent commands and civilian agencies, including US diplomatic missions.
  - (3) ( ) Agreements with the host country, allied forces, and US government and nongovernmental agencies.
4. ( ) ADMINISTRATION AND LOGISTICS. Provide guidance for furnishing logistic and administrative support for processing and returning noncombatant evacuees. Include in TPFDD data bases estimates of nonunit cargo and personnel movements to be conducted concurrently with the deployment of forces and retrograde personnel movement data. Refer to Annex D for specific guidance about including noncombatant evacuation in movement planning and OPLAN TPFDDs. As appropriate, include guidance on the following:
- a. ( ) Processing sites.
  - b. ( ) Intratheater airlift and sealift support.
  - c. ( ) Load factors.
  - d. ( ) Reporting. (Refer to Joint Pub 1-03)
  - e. ( ) Medical care and treatment. (Cross-reference this guidance with guidance in Annex F.)
5. ( ) COMMAND AND SIGNAL
- a. ( ) Command Relationships. Refer to Annex J.
  - b. ( ) C3 Systems. Refer to Annex K.

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**CLASSIFICATION****Figure A2.92. Continued.**

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HQ USAFE  
APO AE 09094-5001  
1 April 1993

ANNEX F TO USAFE OPLAN 4123-93 (U)  
PUBLIC AFFAIRS (U)

- ( ) REFERENCES:
- a. List DoD issuances, command directives, service regulations, policy directives, operational manuals, and any other material referred to herein as guidance to for preparing and implementing a public affairs (PA) plan to support the operation.
  - b. Identify those references not available to subordinate levels.

1. ( ) SITUATION

- a. ( ) Enemy. Refer to Annex B, Intelligence for estimate of whether the enemy will conduct disinformation campaign or otherwise interfere with accomplishment of the PA mission.
- b. ( ) Friendly. State in separate subparagraphs the PA capabilities and plans of external agencies, such as US Information Agency (USIA), host governments, and American embassies or consulates to support this operation.
- c. ( ) Assumptions. List any assumptions that are essential to PA planning by subordinate commanders. This example assumes the establishment of Air Force Forward and Rear Component organizations. If that is not implemented, roll Air Force Forward and Rear requirements together into a single Air Force component Public Affairs activity. For example:

(1) ( ) All PA activity will be executed under the authority and direction of OASD/PA. The execution will be carried out by the unified command/PA; the director, Joint Public Affairs Office; and subordinate command Public Affairs officers. Responsibility for planning, coordinating, and directing military Public Affairs activities will remain with the unified command PA in close coordination with all the component command PAs, and appropriate task force and subordinate commanders.

(2) ( ) The supported commander will provide proposed PA guidance to the Office of the Assistant Secretary of Defense for Public Affairs (OASD/PA) upon receipt of JCS warning order.

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CLASSIFICATION

**Figure A2.93. Format for Public Affairs Annex.**

**CLASSIFICATION**

(3) ( ) Identify who will assume initial release authority for all information within the Area of Responsibility (AOR).

(4) ( ) Predict when release authority over all internal information materials developed by deployed Air Force augmentation forces will be delegated.

(5) ( ) Supporting commands will continue to operate their command internal information, media, and community relations programs in place.

d. ( ) Resource Availability. List resource availability.

e. ( ) Planning Factors. List applicable planning factors.

f. ( ) Policy. DoD policy requires pursuing a vigorous program to inform the American public. PA activities are an integral part of military operations.

2. ( ) MISSION. State in clear, concise terms the desired results of the PA activities in support of this plan. Public Affairs objectives and considerations are an integral part of every military operation. The purpose of this annex is to assign responsibilities and provide policy for Public Affairs activities associated with operations governed by this plan. Examples of mission elements follow:

a. ( ) Plan to provide Public Affairs guidance and assistance to the Air Component/CC, his senior staff and subordinate organizations.

b. ( ) The Air Component Command must plan to augment and support Public Affairs during the operation or exercise as directed by the unified command.

c. ( ) Ensure one objective of the plan is to foster and enhance public understanding and support of operations conducted during the operation or exercise by providing the public and participating forces timely and factual information.

d. ( ) Establish and manage an internal information program.

e. ( ) Plan to assist news media representatives (NMR) in their coverage of the operation or exercise as directed by the unified command.

F-2

**CLASSIFICATION**

**Figure A2.93. Continued.**

CLASSIFICATION

3. ( ) EXECUTION

a. ( ) Concept of Operations. State the planned organization of the public affairs function and the expected flow of authority and information. For example:

(1) ( ) General. State the expected general organization of activities that will occur during the execution of this plan and who is responsible for operations and support.

(a) ( ) OASD/PA will provide overall Public Affairs policy and guidance and will manage the media relations program in the CONUS.

(b) ( ) The unified command PA will be responsible for all media relations programs in the AOR. A secondary mission of the unified command PA will be to oversee the internal information and community relations programs.

(c) ( ) The Air Force component command PA [FWD] will be responsible for implementing and managing its AOR internal information and community relations programs, supporting the Air Force Internal Information program, and for coordinating all unified command-directed media support with the units in the AOR.

(d) ( ) The Air Force component command PA [REAR] will plan to support the Air Force component command PA [FWD] staff as directed. As a rule, the rear staff should plan to develop and manage an internal information program for rear forces and support the Air Force Internal Information program. Through the component command rear Battle Staff, provide 24-hour support to Air Force component command PA [FWD]; task manpower and equipment from supporting commands; propose and disseminate cleared Public Affairs guidance and news releases provided by the forward staff; and coordinate all Air Force component command media and community relations actions with the Air Force component command PA [FWD].

(e) ( ) When release authority is transferred, outline the anticipated flow of authority and information. For example, all deployed Air Force units will coordinate all Public Affairs activities with the Air Force component command PA [FWD]. All others will coordinate with Air Force component command PA [REAR]. Information proposed for release by units not in the AOR but which may impact upon operations in the AOR will be coordinated with the component command PA [FWD] through the rear staff.

(f) ( ) Deployed unit PAOs will plan to implement and manage an aggressive internal information program and support community relations and media requirements as directed by higher authorities.

F-3

CLASSIFICATION

Figure A2.93. Continued.

**CLASSIFICATION**

(2) ( ) Specific. State specific activities expected to occur during the execution of the plan. For example:

(a) ( ) Plan to provide, both to internal audiences and to the general public news media full, factual, and timely information, consistent with national security and operational considerations. The rules of OPSEC and COMSEC will be followed. Identify Essential Elements of Friendly Information (EEFI) and coordinate the information with the drafters of Annex L.

(b) ( ) State the minimum unit organic deployment staffing required to execute the plan. For example, each deploying independent and dependent aviation unit (active component, Air National Guard, Air Force Reserve) will be prepared to deploy with sufficient organic Public Affairs assets to support the deployed commander. Anticipated activity will require each unit to deploy with a minimum of one Public Affairs officer and one enlisted. State AOR augmentation availability.

(c) ( ) State who will be responsible for managing the redistribution of PA resources in support of the operation or exercise in the AOR when it becomes necessary.

(d) ( ) Coordinate all Public Affairs programs with appropriate functional areas to achieve command objectives, e.g. Command, Operations, Logistics, Psychological Operations, etc.

(e) ( ) State who will be responsible for coordinating news conferences and releases in the AOR and in the rear. For example, senior military commanders may conduct news conferences at sustainment bases with approval of their MAJCOMs, commanders at deployed locations may conduct news conferences with the approval of Air Force component command PA [FWD].

b. ( ) Tasks. In separate subparagraphs, concisely list individual tasks assigned to each element of the supported and supporting command. For example:

(1) ( ) All Air Force organizations supporting this operation will plan to:

(a) ( ) Identify Public Affairs personnel and logistical support needs and coordinate as tasked by the Air Force component command Battle Staff.

(b) ( ) Ensure that all Air Force Public Affairs resources entering the AOR contact forward PA staff.

F-4

**CLASSIFICATION**

**Figure A2.93. Continued.**



**CLASSIFICATION**

channels. (c) ( ) Publicize the operation or exercise activities through all available internal information

(d) ( ) Prepare, coordinate, and submit materials for use in Air Force internal products.

(e) ( ) Disseminate cleared news, photo, radio and television releases to their subordinate units.

(f) ( ) Assist NMRs as necessary.

(g) ( ) Submit NMR travel requests to the unified command for coordination and approval. Provide an information copy to the Air Force component command/PA [FWD], Air Force component command/PA [REAR], SAF/PAT and AMC/PA.

(2) ( ) The Air Force component command/PA [FWD] will plan to:

(a) ( ) Implement and manage an Air Force Public Affairs program as directed by the operation or exercise commander, based on guidance provided by the unified or supported command PA or higher authority to include the identification of Public Affairs personnel and logistical support. Forward unsatisfied requirements to the Air Force component command battle staff for tasking.

(b) ( ) Support all unified command-directed taskings.

(c) ( ) Establish and manage the internal information program.

(d) ( ) Establish procedures and expedite clearance and release of all information proposed for release through both internal and external channels.

(e) ( ) Expedite clearance and approval of NMR requests to enter the AOR.

(f) ( ) Develop procedures to satisfy tasked media requirements and to support the Air Force Internal Information program. At the beginning of hostilities, execute the procedures developed.

(g) ( ) Review and approve information that can be used by home station commanders and in Air Force Internal Information programs to keep families and local communities aware of the activities of the deployed units, as well as the purpose behind the unit deployment.

F-5

**CLASSIFICATION**

**Figure A2.93. Continued.**

**CLASSIFICATION**

- (h) ( ) Review the extent of Public Affairs support at each deployment location. Identify additional manpower and support requirements needed to conduct the Public Affairs program in the AOR.
- (i) ( ) Review and verify arrangements for distribution of English-language newspapers and home station newspapers to deployed forces. Provide a distribution list of available publications to all deployed unit PAOs.
- (j) ( ) Provide support as needed to deployed PA personnel to include the coordination of higher headquarters instructions and established media ground rules.
- (k) ( ) Provide information on host nation sensitivities, customs, monetary systems, living conditions and other information appropriate to assist in preparation of internal products in the AOR and for deploying forces.
- (l) ( ) Establish procedures to evaluate the AOR Public Affairs programs, to include reporting procedures, staff assistance visits, surge manpower augmentation, etc.
- (3) ( ) The Air Force component command/PA [REAR] will plan to:
  - (a) ( ) Identify and expedite personnel and equipment movements in support of the plan.
  - (b) ( ) Obtain and distribute cleared Public Affairs policy guidance and instructions supplemental to the plan.
  - (c) ( ) Prescribe coordination requirements for submitting proposed release material for approval, until release authority is delegated.
  - (d) ( ) Develop and implement, upon approval, an aggressive internal information program to address the needs of the various internal publics. Establish procedures to publicize appropriate operation or exercise activities through all available internal information channels.
  - (e) ( ) Coordinate all requests for AAVS audio-visual support.
  - (f) ( ) Assist PA forward staff with NMR travel requests and arrange escorts as necessary.
  - (g) ( ) Plan to address queries from PA offices and civilian news media and coordinate responses with appropriate authorities.

F-6

**CLASSIFICATION****Figure A2.93. Continued.**

**CLASSIFICATION**

- (h) ( ) Assist NMRs as necessary.
- (i) ( ) Consider planning for, preparing, publishing and distributing a weekly newspaper to all deployed units, supporting commands, etc. This product should contain information designed to inform deployed Air Force personnel about the operation or exercise commander's objectives. (This requirement can be moved to the forward location if all support resources can be made available).
- (4) ( ) Public Affairs personnel deploying in support of units will develop a local plan to implement actions directed and:
  - (a) ( ) Plan to implement and manage an Air Force Public Affairs program as directed by the senior installation commander based on guidance provided.
    - 1. ( ) Coordinate Public Affairs objectives with the senior deployed commander, advising of news media interest and procedures to be followed in the event of an accident or incident.
    - 2. ( ) All Public Affairs personnel resources at one location will plan to operate as a consolidated staff. All will be assigned and report to the senior installation commander regardless of major command affiliation.
    - 3. ( ) Plan to follow procedures established by the unified command and Air Force component command for security review, clearance, and public release of information to include stories, photographs, film, audio and video tape recordings.
  - (b) ( ) Plan to establish lines of communications with other deployed unit Public Affairs organizations as appropriate.
  - (c) ( ) Plan for an aggressive internal information program at the deployed location to include:
    - 1. ( ) Specifying the planned frequency of preparing a periodic newsletter to inform personnel of the status of the operation, to give them news from home stations and to provide a means of communications for the unit commander. All AOR newsletters will be marked "For Official Use Only."
    - 2. ( ) Verifying the availability of English language and home station newspapers. Report distribution to the Air Force component command PA (FWD).

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**CLASSIFICATION**

**Figure A2.93. Continued.**

## CLASSIFICATION

3. ( ) Developing and forwarding location-specific press kit information, by APO/FPO, to supporting PA offices and command PAOs.

(d) ( ) Plan to escort and assist NMRs in their coverage of the operation in accordance with established NMR ground rules to include the support of Air Force component command PA [REAR] coordinated NMR visits and provide all unified command PA required support. Coordinate transportation and sustenance requirements with transportation and services planners.

(e) ( ) Plan to conduct local community relations events in coordination with the civil affairs organization, and within the constraints established by the host country,

4. ( ) ADMINISTRATION AND LOGISTICS.

a. ( ) Logistics. Provide any general instructions pertaining to logistics support to public affairs operations. Specific instructions will be in appendix 5.

b. ( ) Administration. Include in this paragraph any necessary administrative guidance.

5. ( ) COMMAND AND SIGNAL

a. ( ) Command Relationships. Summarize the command relationships that would need to be established to provide public affairs support.

b. ( ) C3 Systems. Identify C3 system requirements in support of the public affairs mission or refer to Annex K.

t/  
General, USAF  
Commander in Chief  
USAFE

Appendices:

- 1--Requirements
- 2--Not Used
- 3--Media
- 4--Not Used
- 5--Internal Information
- 6--Community Relations
- 7--Armed Forces Radio and Television Service
- 8--Army/Air Force Hometown News Support

OFFICIAL

s/  
t/  
Colonel, USAF  
Director of Publications

Figure A2.93. Continued.

**CLASSIFICATION**

HQ USAFE  
APO AE 09094-5001  
1 April 1993

APPENDIX 1 TO ANNEX F TO USAFE OPLAN 4123-93 (U)  
REQUIREMENTS (U)

- ( ) REFERENCES: List references necessary to understand this appendix.
1. ( ) GENERAL. State the purpose of this appendix. Provide directions on the procedure to use to facilitate public affairs manning and augmentation. Identify the AOR and support requirements and the sourcing strategy to use to satisfy the requirements. State any required rotations policy.
2. ( ) ADMINISTRATION AND LOGISTICS. Provide a list of the equipment required to execute the mission. Identify the source of the equipment. Deployments to a bare base or other location with no in-place public affairs support will require different material than a deployment to an established main operating base. Personnel and equipment augmentation must be detailed, fully coordinated, and included in the TPFDD.
3. ( ) ASSUMPTIONS List all assumptions that will affect the availability of resources. For example:
- a. ( ) While MAJCOMs directly involved in the operation or exercise are primary players, the entire Air Force PA community can be involved in support of the operation and all their assets are potentially available for tasking.
- b. ( ) MAJCOMs which will be primary sources for support (AMC, ACC, USAFE and PACAF etc.) will not be tasked to support other JCS operations (JTF-Bravo, etc.) for the duration of the operation or exercise.
- c. ( ) Within legal constraints, reserve forces (USAFR and ANG) will also be considered a source of PA support.
- d. ( ) Theater and regional cultural sensitivities are considered when developing overall deployment policy.

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**CLASSIFICATION**

**Figure A2.94. Format for Requirements Appendix.**

**CLASSIFICATION**

e. ( ) MAJCOMs will maintain a credible, continuing PA mission outside the AOR, both at their headquarters and at subordinate bases. MAJCOMs must also maintain some capability to respond to other world events in addition to those in the AOR.

f. ( ) Sustainment of operations through several rotation cycles will likely exceed the career field's ability to support the proposed taskings for in-place assets and "surge capability."

g. ( ) Additional manning will be "pulled" selectively into the AOR rather than "pushed" automatically from outside.

Tabs:

A--Personnel Requirements for JIBs and Sub-JIBs (U)

B--Equipment Requirements for JIBs and Sub-JIBs (U)

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HQ USAFE  
APO AE 09094-5001  
1 April 1993

TAB A TO APPENDIX 1 TO ANNEX F TO USAFE OPLAN 4123-93 (U)  
PERSONNEL REQUIREMENTS FOR JIBS AND SUB-JIBS (U)

( ) REFERENCES: List references necessary to understand this appendix.

1. ( ) For each JIB and sub-JIB, personnel requirements will vary with the situation and assets available. JIBs and sub-JIBs should be manned for 24-hour operation to provide the field commander with PA support in media relations, internal information, security review, visual information, documentation management, PA transportation and communication, community relations, administration, and supply. PA planners should be prepared to provide all services to the JIB and sub-JIB personnel ranging from basic food and shelter, water, office space and materials, clothing, transportation, etc., including portable copying machines.
2. ( ) Plan for a AMC PA representative to be a member of the deployed JIB as the minimum supporting command representation.
3. ( ) Provide each JIB and sub-JIB with at least one individual capable of contracting in the local area for office space, equipment, and supplies, or a POC from contracting (see Appendix 8 to Annex D for information on base level contracting activity).

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F-1-A-1

**CLASSIFICATION**

**Figure A2.95. Format for Personnel Requirements for JIBS and Sub-JIBS Tab.**



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HQ USAFE  
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1 April 1993

TAB B TO APPENDIX 1 TO ANNEX F TO USAFE OPLAN 4123-93 (U)  
EQUIPMENT REQUIREMENTS FOR JIBS AND SUB-JIBS (U)

- ( ) REFERENCES: List references necessary to understand this appendix.
1. ( ) Equipment needed to support JIBs and sub-JIBs should be identified in advance in logistic requirement tables and pre-positioned at a location designated by the supported commander. An inventory listing of equipment should be provided in this appendix to include:
    - a. ( ) Normal office supplies and equipment.
    - b. ( ) PA-unique equipment and supplies (such as, darkroom equipment), vehicles, and communications equipment (such as, URC 110).
    - c. ( ) Communications equipment compatible with the communications system expected or documented to exist in the AOR should be identified either in-place or for deployment. Both inter- and intra-theater communications must be considered.
  2. ( ) Additional standard equipment must be identified to allow JIB or sub-JIB operation in the area of operations. Tentage and individual field equipment may be included on the same basis of issue as the accompanied unit.
  3. ( ) Plan for adequate office space for the JIB and sub-JIBs, near or collocated with the HQ of the on-scene commander or other major military headquarters to provide access to communication and transportation facilities.
  4. ( ) Coordinate all known or anticipated contracting requirements with appointed disbursing agent or the drafters of Annex D.

CLASSIFIED BY:  
DECLASSIFY ON:

F-1-B-1

CLASSIFICATION

**Figure A2.96. Format for Equipment Requirements for JIBS and Sub-JIBS Tab.**

*CLASSIFICATION*

HQ USAFE  
APO AE 09094-5001  
1 April 1993

APPENDIX 3 TO ANNEX F TO USAFE OPLAN 4123-93 (U)  
MEDIA (U)

( ) REFERENCES: List references necessary to understand this appendix.

1. ( ) SITUATION

a. ( ) Enemy. Refer to Annex B, Intelligence for estimate of whether the enemy will conduct disinformation campaign or otherwise interfere with accomplishment of the PA mission.

b. ( ) Friendly. State in separate subparagraphs the PA capabilities and plans of external agencies, such as US Information Agency (USIA), host governments, and American embassies or consulates to support this operation.

c. ( ) Assumptions. List any assumptions that are essential to PA planning by subordinate commanders. For example:

(1) ( ) The supported CINC will provide proposed PA guidance to the Office of the Assistant Secretary of Defense for Public Affairs (OASD/PA) upon receipt of JCS warning order.

(2) ( ) The OASD/PA will provide guidance for releasing information upon receipt of supported CINCs-proposed PA guidance.

(3) ( ) The American public will be informed to the maximum extent possible consistent with operational security and troop safety. This release of information can best be accomplished through US and international media.

(4) ( ) The National Command Authority (NCA) will make initial announcements concerning major military aspects of this plan.

(5) ( ) Forces hostile to US efforts will attempt to discredit US efforts through the media.

(6) ( ) The information agencies of the US Government and of participating allies can be expected to cooperate in an effort to explain military aspects of this plan.

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DECLASSIFY ON:

F-3-1

**CLASSIFICATION**

**Figure A2.97. Format for Media Appendix.**

CLASSIFICATION

(7) ( ) As soon as practicable after this plan is implemented, releasing authority can be expected to transfer to the field. This transition will be timed to correspond with the authorization of NMRs to accompany forces in the area of operations.

d. ( ) Resource Availability. Refer to Appendix 5.

e. ( ) Planning Factors. List applicable planning factors.

2. ( ) MISSION. State in clear, concise terms the desired results of the PA activities undertaken in support of this appendix.

3. ( ) EXECUTION.

a. ( ) Concept of Operations. State the overall concept of media activities in support of the operation. This paragraph can include general plans for establishment of media access to the area of operations, use of media pools, delegation of release authority, etc. For example: "Public affairs activities must be carried out under the senior US diplomatic representative in the area according to pertinent supported CINC directives."

(1) ( ) If the operation involves other nations or multi-nation alliances, such as NATO, plan for PA actions that will be accomplished in collaboration with both US and allied diplomatic representatives.

(2) ( ) State how the responsibility for planning, coordinating, and directing media relations will be executed, keeping in mind requirements for: close coordination with appropriate agencies, the establishment of a Joint Information Bureau (JIB) at command headquarters and sub-JIBs at different locations.

(3) ( ) Plan for the on-scene commander, in coordination with the senior diplomatic representative, to hold frequent press conferences to keep the public informed. Plan for allowing subordinate commanders to hold press interviews and to issue press releases by providing public affairs policy outlining the content and substance of releasable information.

b. ( ) Tasks. In separate subparagraphs, concisely list individual tasks assigned to each element of the supported and supporting command. For example:

(1) ( ) Supported commander must:

(a) ( ) Provide OASD/PA with planned policy guidance on PA matters, and when approved by OASD/PA, provide approved guidance to all subordinate commanders participating in the operation, JIB director, and sub-JIB directors

F-3-2

CLASSIFICATION

Figure A2.97. Continued.

**CLASSIFICATION**

(b) ( ) As part of this plan, arrange to task the most available military service audio-visual and operational documentation team to deploy to provide support to the media.

(c) ( ) Plan to coordinate and control all theater PA media activities of commands concerned with this plan.

(d) ( ) Plan for proper equipment for and staffing of the PA team or JIB, if established. Planning must provide for ready access to high frequency (HF) secure voice and secure message communications connecting supported commanders' headquarters, on-scene commander, and nearest Department of State PA representative. Coordinate this paragraph with drafters of Annex K.

(e) ( ) Plan for the JIB to be provided dedicated ground and air transportation to move escorted media representatives in the area of operations to ensure their familiarity with the operation's progress and to obtain unclassified pictorial coverage. Coordinate this paragraph with drafters of Annexes C and D.

(f) ( ) Document detailed personnel and equipment requirements for PA augmentation theater-wide.

(2) ( ) Supporting commanders must:

(a) ( ) Plan to supply equipment, and staffing required for the PA team or JIB and sub-JIBs.

(b) ( ) Upon activation of a sub-JIB, plan to furnish augmentation personnel to staff this information bureau in accordance with Appendix 5 and state the source and transportation requirements of assets to meet time phasing. Ensure personnel requirements are reflected in Annex A (Task Organization) and Annex E (Personnel), respectively.

(c) ( ) Plan to deploy or arrange for communications equipment and facilities for the sub-JIBs to include secure HF voice communications between the JIB and all sub-JIBs.

(d) ( ) Document equipment requirements in Appendix 5, and ensure equipment requirements are reflected in Annex D (Logistics).

(3) ( ) Supporting commanders will list their PA requirements. For example, AMC/CC will provide a liaison officer for the JIB.

F-3-3

**CLASSIFICATION**

**Figure A2.97. Continued.**

**CLASSIFICATION**

(4) ( ) Other participants' taskings should be listed as needed.

c. ( ) Coordinating Instructions. List instructions that are applicable to two or more subordinate commands. Include guidance on these subjects and others as needed:

(1) ( ) Command relationships.

(2) ( ) Delegation of release authority.

(3) ( ) Physical security instructions for PA personnel and equipment.

(4) ( ) Communiques, briefings, and news summaries.

(5) ( ) Processing reports.

(6) ( ) Forwarding or filing of materials.

(7) ( ) Coordination with USIS and the American Embassy.

(8) ( ) Instructions for handling PA aspects of POWs, MIAs, WIAs, and KIAs.

(9) ( ) Coordination with PSYOP commands or staffs.

(10) ( ) Coordination with tactical deception staffs.

(11) ( ) Accident and incident procedures for deployment and redeployment. Clearly define the agency responsible for PA during deployment and redeployment phases of the operation. Coordinate this paragraph with drafters of Annexes C and E so that the PAO is always immediately notified of an accident or incident.

4. ( ) ADMINISTRATION AND LOGISTICS

a. ( ) Accreditation. Include in this paragraph necessary instructions on accrediting NMRs. Include the purpose for accreditation, ground rules, and procedures for implementation and revocation. State that accreditation of NMRs is always instituted. State that to preclude terrorist and enemy infiltration, all NMRs, who are provided access to the PA, must show association with recognized media by some form of picture identification. Planners should consider during planning and implementation that particular countries may have their own procedures for admitting NMRs.

F-3-4

**CLASSIFICATION**

**Figure A2.97. Continued.**

## CLASSIFICATION

b. ( ) Arrangements for News Media Representatives (NMR). State the arrangements for NMRs accompanying units. Listed below are examples of standard arrangements used in most DoD plans. Localize the list to fit the AOR and the command's ability to provide service. The NMRs are used to these rules so its best to keep them as consistent as possible, plan to plan.

(1) ( ) Facilities. Facilities and logistic support must be provided on a non-interference-with-mission basis, when commercial facilities are not available. (Coordinate this paragraph with drafters of Annexes D and K.)

(2) ( ) Inoculations. Correspondents accompanying forces in the field are required to have the same inoculations required for military personnel participating in the operation. The NMR should have arrived at the JIB ready to redeploy. However, some may still require inoculations. Coordinate the potential requirement with medical personnel

(3) ( ) Expenses. In the absence of commercial facilities, messing and billeting may be extended to NMRs on a space-available basis. Coordinate the requirement for support with the plans services POC and provide an estimate of the number of NMRs that may need assistance. The expenses must be borne by individual NMRs.

(4) ( ) Pools. Depending on the tactical situation, it may be necessary to pool NMRs to cover certain aspects of an operation. Consider the importance of proper pool composition. All types of media must be represented in the pool but the pool can be no larger than transportation resources will permit. News media participation in the pool will be contingent on proper accreditation and acceptance of media ground rules. (See TAB A for media ground rules.)

(5) ( ) Simulated Rank. All accredited media personnel should be extended the privileges of an officer in the grade of O-4 for messing, billeting, and transportation. This provision also applies to reserve or retired officers acting as civilian NMRs regardless of their reserve or retired grades.

(6) ( ) Daily Briefing. The director of the JIB and each sub-JIB will arrange for a daily, high-level UNCLASSIFIED briefing by the on-scene commander or his representative. The briefing will outline, as far as possible and within the bounds of national security, the day's plans and operations.

F-3-5

## CLASSIFICATION

Figure A2.97. Continued.

CLASSIFICATION

(7) ( ) Communications. Commands at which sub-JIBs are physically located must provide the media with communications service when commercial facilities are not available. Identify the location of the facilities in the plan. Commercial news copy must be transmitted by military communications facilities free of charge and in accordance with procedures in Annex K.

(8) ( ) Courier Flights. If government communications facilities are not available, the on-scene commander must plan for an air courier flight each day for forwarding news materials to appropriate processing or news filing points. Coordinate the requirement with the operations planners.

(9) ( ) Transportation. The supported commander has a responsibility to provide to authorized media representatives, military travel into and within the area of operations: (1) when such travel has been approved by OASD/PA; (2) when such travel is in connection with assignments to cover an operation and commercial transportation is not available. The JIB and sub-JIBs must also be provided dedicated local ground and air transportation to enhance media coverage.

5. ( ) COMMAND AND SIGNAL

a. ( ) Press Communication Support. Assess the availability of commercial communications assets to NMRs in the AOR. When commercial facilities are not available, plan to provide military facilities consistent with availability, mission and current rules of DoD. As a general operating procedure, no attempt is to be made to censor news copy to be filed over military communications facilities. However, copy filed over military communications facilities must be reviewed before transmission, and potential violations of military security must be called to the attention of the sender. If the copy is not redrafted to overcome valid security objections, it is entirely within the prerogative of the commanding officer of the unit or communication facility to refuse to accept it for transmission. This prerogative may not be exercised to withhold potentially embarrassing information from the public.

b. ( ) Security. List precautions required by the presence of correspondents in operating areas. Consider these and other applicable concerns:

- (1) ( ) Essential elements of friendly information specified in the OPLAN must be protected.
- (2) ( ) Access to operations, intelligence, and other classified areas must be controlled.
- (3) ( ) Security at the source is necessary.
- (4) ( ) No correspondent is cleared for classified information.

F-3-6

CLASSIFICATION

Figure A2.97. Continued.

**CLASSIFICATION**

c. ( ) Audiovisual. State the mission and scope of audio visual coverage. Cross-reference Annex C, Appendix 13, Visual Information Documentation (VI). Describe in detail the type of public affairs or photographic documentation materials for public affairs and documentary purposes. (Coordinate documentation requirements with drafters of Annex C). List provisions for radio, television, film, and taped coverage, including procedures for clearance, reproduction, and dissemination. Describe plans for acquiring public affairs and visual information documentation of deployment and redeployment activities.

d. ( ) Internal Audience. Provide a concept for media support to assure a free flow of news and other information to the internal audience.

Tab:

A--General Ground Rules for the Media

F-3-7

**CLASSIFICATION**

**Figure A2.97. Continued.**



CLASSIFICATION

HQ USAFE  
APO AE 09094-5001  
1 April 1993

TAB A TO APPENDIX 3 TO ANNEX F TO USAFE OPLAN 4123-93 (U)  
GENERAL GROUND RULES FOR MEDIA (U)

- ( ) REFERENCES: List references necessary to understand this appendix, such as the unified command plan being supported. The following is provided in case no other guidance is available.
1. ( ) GENERAL. The principle of maximum information flow to the public is to be followed, consistent with safety of the force and its security.
- a. ( ) The situation in a military operation is such that correspondents may come into possession of information that has not been released officially under ground rules set forth in this tab. Such information is not to be transmitted or publicly released until officially released by American or allied release authorities for their own national forces. US military media accreditation is issued on this condition.
- b. ( ) The movements of correspondents may, at times, be restricted in certain marshaling, staging, and maneuver areas. These restrictions are to be kept to a minimum, but they may be applied by a commanding officer when the security of an operation warrants it. Correspondents must be advised of restrictions by the commanding officer or Public Affairs officers of the unit involved.
- c. ( ) Any violation of the conditions on ground rules by a correspondent is a basis for suspension or cancellation of accreditation.
2. ( ) GROUND RULES
- a. ( ) Releasing Authority. The commander, or the JIB director if designated by the commander, is the sole releasing authority for all military information material contained in all media (audio-visual, photography, drawings, etc.) gathered or produced within the command area of operations.
- b. ( ) Release of Cleared Information. Information cleared for official release is made available to the press through one or more of these means:
- (1) ( ) Press releases.
- (2) ( ) Press briefings.
- (3) ( ) Call outs.
- (4) ( ) Special press handouts.
- (5) ( ) Interviews.

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DECLASSIFY ON:

F-3-A-1

CLASSIFICATION

Figure A2.98. Format for General Ground Rules for Media Tab.

## CLASSIFICATION

c. ( ) Categories of Releasable Information Following Initial Official Release

## (1) ( ) General releasable information includes:

(a) ( ) Arrival of major units in country or within operational areas when officially announced by US authorities.

(b) ( ) Approximate friendly force strength figures, by service, after announced by DoD.

(c) ( ) Friendly casualty and POW figures, by service, furnished by DoD.

(d) ( ) Enemy casualty and POW figures for each action, operation, or campaign, daily or cumulative as furnished by DoD.

## (2) ( ) Releasable information concerning air, ground, sea operations (past and present) including:

(a) ( ) Friendly casualty and POW figures by command in an announced operation in general terms of "light," "moderate," or "heavy" according to the friendly force size in that action or operation; major end-items of equipment damaged or lost due to enemy action.

(b) ( ) Friendly force size in an action or operation using general terms ("multi-battalion," "Naval Task Force," etc.); specific force and unit identification that has become public knowledge and no longer warrants security protection.

(c) ( ) Nonsensitive details of tactical operations.

(d) ( ) Identification and location of military targets and objectives currently or previously under attack.

F-3-A-2

CLASSIFICATION

**Figure A2.98. Continued.**

**CLASSIFICATION**

- (e) ( ) Generic origin of air operations (such as, land-based or carrier-based).
- (f) ( ) Date, time, and location of previous conventional military missions and activities.
- (g) ( ) Previous conventional mission results.
- (h) ( ) Types of ordnance expended in general terms vice amounts (250lb bombs, .50-cal MG fire, etc.).
- (i) ( ) Number of aerial combat and reconnaissance missions and sorties flown in theater or operational area.
- (j) ( ) Types of forces involved (infantry, armor, Marines, carrier battle group, interceptors, fighter-bombers, etc.).
- (k) ( ) Weather and climatic conditions.
- (l) ( ) Allied participation by type (United Kingdom armor, Federal Republic of Germany infantry, etc.).
- (m) ( ) Conventional operations nicknames.
- d. ( ) Categories of Information Not Releasable
  - (1) ( ) General categories of information not releasable include:
    - (a) ( ) General, implied, or specific information regarding aspects of actual or conceptual future military plans, activities, or operations. Includes all information directly or indirectly associated with combat, combat support, or combat service support endeavors, such as operations, logistics, administration, politico-military, civil affairs, etc.
    - (b) ( ) Information on C2, personnel, operations, or support vulnerabilities, weaknesses, or shortfalls.
    - (c) ( ) Rules of engagement details.
    - (d) ( ) Information on friendly unit and command strengths, on-hand equipment, or supplies; the presence, activities, and methods of operation of specifically designated units or equipment.
    - (e) ( ) Information on friendly force security and deception measures and countermeasures.
    - (f) ( ) Privileged, limited-use information pertaining to a safety investigation convened in accordance with AFI 91-204.

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**CLASSIFICATION**

**Figure A2.98. Continued.**

**CLASSIFICATION**

- (2) ( ) Specific categories of information not releasable includes:
- (a) ( ) Information on friendly force current operations and movements, deployments, and dispositions.
  - (b) ( ) Information on intelligence collection activities, including targets, methods, and results.
  - (c) ( ) Information on in-progress operations against hostile targets.
  - (d) ( ) Identification of mission aircraft points of origin other than generic (such as land-based or carrier-based).
  - (e) ( ) Information on the effectiveness or ineffectiveness of enemy camouflage, cover, deception, targeting, direct and indirect fire, intelligence collection, or security measures.
  - (f) ( ) Information on missing or downed aircraft or ships while SAR operations are planned or in progress.
  - (g) ( ) Information on unique operations methodology and tactics (for air operations, angles of attack, speeds, etc.; naval tactical and evasive maneuvers, etc.).
  - (h) ( ) Information identifying postponed or canceled operations.
  - (i) ( ) Information on special operations and special purpose operations and activities.

F-3-A-4

**CLASSIFICATION****Figure A2.98. Continued.**

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1 April 1993

APPENDIX 5 TO ANNEX F TO USAFE OPLAN 4123-93 (U)  
INTERNAL INFORMATION (U)

( ) REFERENCES: List references necessary to understand this appendix.

1. ( ) SITUATION:

a. ( ) General. This appendix outlines the requirements for an internal information program effort in support of the Air Force component commander.

b. ( ) Assumptions. List any assumptions that are essential to planning for an internal information program by subordinate commanders. For example:

(1) ( ) There will be a continuing need for the Air Force to provide timely, reliable information to all operational and support personnel and family members involved in the operation or exercise as well as to those not directly involved.

(2) ( ) The air component commander has a responsibility to support Air Force internal information.

(3) ( ) State whether sufficient assets are available to satisfy program manpower and equipment requirements.

(4) ( ) State at what point in time the Air Force component command/PA will have release authority for all internal products - print, photo, and electronic.

(5) ( ) There will be disinformation generated by potential belligerents that a sound internal information program will thwart.

2. ( ) MISSION. State in clear, concise terms the desired results of the internal information program activities undertaken in support of this OPLAN.

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DECLASSIFY ON:

F-5-1

CLASSIFICATION

**Figure A2.99. Format for Internal Information Appendix.**

## CLASSIFICATION

3. ( ) EXECUTION

a. ( ) Concept of Operations. Following is a general CONOPS for all Air Force PA planners to use to integrate internal information requirements into their support plans. The concept will accommodate most situations. The CONOPS should be used when the operation being supported is expected to last 45 days or longer. Exercises that test a long-duration operational plan should also test PA internal information planned support. For shorter-duration operations, plan a scaled down program using organic assets.

(1) ( ) General. The CONOPS is for a two-pronged approach to provide a comprehensive internal information program both in the AOR and for all supporting forces and dependents. A team of practitioners will be provided to the forward PAO by HQ AFNEWS. The team will comprise the expertise to establish and manage a PA network in the AOR to link all PA offices together. The air component command will provide organic unit PA support to the internal information program. The composite team will develop information for release to all internal audiences.

(a) ( ) HQ AFNEWS will form and deploy a minimum of one team of Air Force Public Affairs practitioners who will obtain and forward timely edited and unedited information materials intended for all internal information sources. The team will consist of from one to seven people, dependent upon the situation being addressed by a plan. The command PA planner will have to design the composition of the team and coordinate the results with AFNEWS/II. The team will be an Operating Location (OL) of AFNEWS/II and will be attached to the Air Force component command PA office for administrative support. If there is a forward deployed command element [FWD], the OL will deploy to the location within seven days of the command's execution of the basic plan. The OL's objective is to enhance support to the AOR internal audiences and maximize the flow of information to all other Air Force internal audiences. The OL will establish communication channels to the other component commands and all Air Force AOR PA activities to ensure cross feed of information appropriate to all audiences within and from the AOR.

(b) ( ) When deployed, the OL will coordinate closely with Air Force Internal Information at HQ AFNEWS, Kelly AFB, Texas in executing the Air Force Internal Information program.

(2) ( ) Specific. Specific planning guidance will be provided by AFNEWS/II when provided information on the operation or exercise being planned for. Generally:

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CLASSIFICATION

**Figure A2.99. Continued.**

CLASSIFICATION

(a) ( ) Plan for the OL to operate out of a fixed location collocated with or in close proximity to the Air Force component command PA [FWD]. The team will arrive in theater with sufficient computer support, photographic, audio, and video equipment, and supplies to operate for 30 days. After 30 days, support will be provided by the Air Force component command. Support requirements will be outlined in TAB B to Appendix 5.

(b) ( ) The team will obtain material suitable for use in all aspects of Air Force internal information. Outlets for the material include AOR local PA newsletters, the theater AFRTS network (when established), the theater newspaper or news letter, Air Force Radio News, Air Force Now, Airman Magazine, AFRTS outlets worldwide, and the Air Force News Service. Information will be furnished to other participating component commands when appropriate.

(c) ( ) AFNEWS/IIO, News Operations, will be the repository for all releasable information for internal audiences in order to decrease the workload on component command PA rear staff.

(d) ( ) Unit PA assets to devote 50 to 60 % of their time supporting the unit and AOR internal information program.

b. ( ) Tasks. In separate subparagraphs, concisely list individual tasks assigned to each element of the supported and supporting command. For examples of specific support requirements refer to AFR 190-2.

Tabs:

A--Internal Information Products (U)

B--Air Force Internal Information Program Support (U)

C--Internal Information Resource Requirements (U)

**NOTE:** Tab B is provided by AFNEWS/II and no sample is provided.

F-5-3

CLASSIFICATION

**Figure A2.99. Continued.**

**CLASSIFICATION**

HQ USAFE  
APO AE 09094-5001  
1 April 1993

TAB A TO APPENDIX 5 TO ANNEX F TO USAFE OPLAN 4123-93 (U)  
INTERNAL INFORMATION PRODUCTS(U)

Provide in this tab a list of the number and kinds of products that must be developed in the AOR and by supporting PA forces to assure a successful internal information program. Assign responsibility for production to the appropriate authority. List coordination and communication requirements for the information. If release authority for information is different, product to product, note the proper release authority for each product. Prioritize the list to make it useful as a management tool in the event there are shortfalls in manning or a loss of communications capability.

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F-5-A-1

**CLASSIFICATION**

**Figure A2.100. Format for Internal Information Products Tab.**



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1 April 1993

TAB C TO APPENDIX 5 TO ANNEX F TO USAFE OPLAN 4123-93 (U)  
INTERNAL INFORMATION RESOURCE REQUIREMENTS(U)

( ) REFERENCES: List references necessary to understand this appendix.

1. ( ) List in this tab the equipment required for the Internal Information team that is in addition to the standard PA equipment package. Total equipment requirements will depend on the make up and mission objectives of the team. A list of equipment must be tailored for each plan being supported. The equipment package will be in addition to the standard XFFG3 UTC. When developing the list, factor in any known PA-available organic AOR support. The final equipment list to support the deployment must be coordinated with the deploying team chief. A non-standard UTC must be added to the TPFDD to provide transportation for the equipment package, or the XFFG3 UTC can be used for this purpose if the weight and cube of the package will approximate that UTC load.

2. ( ) Communications equipment compatible with the communications system expected or documented to exist in the AOR should be identified. Both inter- and intra-theater communications must be considered. Computer communications equipment must match both the AOR unit PA's and rear organization's capability for data transfer. Consider both hardware and software requirements. Advice on the selection of communications and computer equipment can be provided by HQ AFNEWS/SC.

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F-5-C-1

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**Figure A2.101. Format for Internal Information Resource Requirements Tab.**

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1 April 1993

APPENDIX 6 TO ANNEX F TO USAFE OPLAN 4123-93 (U)  
COMMUNITY RELATIONS (U)

No specific format for this appendix is prescribed. State the objectives of all community relations activities related to the execution of the plan. Coordinate planned activities with the POC for Civil Affairs to ensure compatibility with CA objectives.

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DECLASSIFY ON:

F-6-1

**CLASSIFICATION**

**Figure A2.102. Format for Community Relations Appendix.**

CLASSIFICATION

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1 April 1993

APPENDIX 7 TO ANNEX F TO USAFE OPLAN 4123-93 (U)  
ARMED FORCES RADIO AND TELEVISION SERVICE (AFRTS) (U)

( ) REFERENCES: List references necessary to understand this appendix.

1. ( ) SITUATION

a. ( ) Enemy. Refer to Annex B.

b. ( ) Friendly. Refer to Annex A.

c. ( ) Assumptions. See the unified command plan Annex F.

d. ( ) Resource Availability. Refer to Appendix 5.

e. ( ) Planning Factors. List applicable planning factors.

f. ( ) DoD AFRTS Doctrine: In wartime, a timely flow of information and news is essential to prevent rumors and to keep U.S. forces informed. Armed with the truth, American military personnel will not easily be misled or demoralized. The availability of radio and television programming in time of armed conflict is often the single most important factor in boosting the morale of U.S. combat forces.

2. ( ) MISSION. The mission of the Armed Forces Radio and Television Service (AFRTS) is twofold:

a. ( ) To provide U.S. military commanders overseas and at sea with sufficient electronic media resources to effectively communicate Department of Defense, service-unique, theater, and local command information to personnel under their command.

b. ( ) To provide U.S. military members, DoD civilians, and their families stationed outside the continental United States with the same type and quality of American radio and television information and entertainment that would be available to them if they were in the continental United States.

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CLASSIFICATION

**Figure A2.103. Format for Armed Forces Radio and Television Service (AFRTS) Appendix.**

## CLASSIFICATION

3. ( ) EXECUTION

a. ( ) Concept of Operations. The following are essential AFRTS wartime services available to the unified commander:

(1) ( ) International and national broadcast news service.

(2) ( ) Capability for Command and local internal information announcements.

(3) ( ) Capability for local internal information announcements in support of the Noncombatant Evacuation Operations (NEO).

(4) ( ) A media for selected operational announcements, e.g. air raid, emergency announcements, chemical alert, all clear, etc.

b. ( ) Tasks. The mission essential tasks for AFRTS operations can be found in the unified command plan Annex F. The air component command planner must understand AFRTS capability to fully plan to use the service to support the commander.

4. ( ) ADMINISTRATION AND LOGISTICS

a. ( ) Logistics. Identify any specific support required.

b. ( ) Administration. Identify administrative and reporting requirements and procedures.

5. ( ) COMMAND AND SIGNAL

a. ( ) Command Relationships. The unified command assumes operational control of all allocated AFRTS assets in that AOR.

(1) ( ) The senior broadcast representative becomes a member of the unified command PA staff and commander of a unified command organization responsible for theater AFRTS assets.

(a) ( ) Acts as the unified command primary POC on in-theater AFRTS matters.

(b) ( ) Represents the unified command in dealings with AFIS to meet theater AFRTS support requirements.

(c) ( ) Includes a joint support staff to represent service unique support and public affairs requirements, both to the component and military department levels.

(2) ( ) If AFRTS wartime service is requested by unified commands without existing AFRTS support to their AOR, the unified command will be assigned broadcast service staff members and mobile assets from the military broadcast services.

b. ( ) C3 Systems. Identify C3 systems requirements or refer to Annex K.

F-7-2

CLASSIFICATION

**Figure A2.103. Continued.**

CLASSIFICATION

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APO AE 09094-5001  
1 April 1993

APPENDIX 8 TO ANNEX F TO USAFE OPLAN 4123-93 (U)  
ARMY/AIR FORCE HOMETOWN NEWS SUPPORT (U)

1. ( ) GENERAL. This appendix will provide direction to local PAOs on how to use Hometown News services. Hometown News Service can assist in the successful public acceptance of the execution of planned-for activities. The role of the function is to gain and increase citizen and local community support for the military, the mobilization and the war effort. Hometown News can positively influence public support in two ways: through its hometown news releases and through its features production service.

a. ( ) Hometown news releases (DD Forms 2266) will be handled in accordance with AFD 35-2, and the following:

(1) ( ) Maintain a local record of completed releases to include the date completed, subject, and the date forwarded to the Hometown News Service.

(2) ( ) Notify the Hometown News Service of a major change in status (KIA, MIA etc.) of individuals submitting a release if the change occurs within 10 days of the day the release was forwarded.

b. ( ) The Hometown News Service Features Teams are tasked to provide print, radio, and television features on Army and Air Force deployed units and personnel during contingency and war. The features are provided to local news and entertainment outlets for presentation to the American public. When planning for features teams to document activities for release to the general public, anticipate the teams to be TDY for one to two weeks in the AOR and needing PAO escort. Consider the need for transportation, lodging, and the availability of subjects for interviews. The teams will carry all necessary technical equipment. Coordinate all requirements for features teams with AFNEWS/HN, Kelly AFB, TX 78241-5000.

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CLASSIFICATION

**Figure A2.104. Format for Army/Air Force Hometown News Support Appendix.**

## CLASSIFICATION

HQ USAFE  
APO AE 09094-5001  
1 April 1993

ANNEX G TO CINCUSAFE OPLAN 4123-93 (U)  
CIVIL AFFAIRS (U)

- ( ) REFERENCES: List references that establish general guidance applicable to conducting civil affairs activities, including inter-allied and civil-military agreements affecting civil affairs functions in the area of operations.

1. ( ) SITUATION

a. ( ) Enemy. Refer to Annex B, Intelligence, for more information about the enemy. Assess the impact of enemy capabilities and the probable course of action on the civil affairs situation, with particular emphasis on identifying requirements for civil affairs functions and activities. When military operations are planned to enter enemy territory, summarize the civil affairs situation expected to exist there, including governmental institutions, customs and attitudes of the population, and availability of indigenous resources.

b. ( ) Friendly. State the civil affairs functions to be performed by authorities of the United States and friendly governments in the area of operations. Indicate what, if any, civil activities are to be conducted within the area of operations by military forces external to the originating command. If applicable, identify the local indigenous assets that are available to support and assist in civil affairs activities.

c. ( ) Assumptions. List the basic assumptions on which civil affairs planning is based. Give particular attention to enemy courses of action, availability of indigenous resources, and conclusion of necessary agreements with foreign governments on forces.

d. ( ) Resource Availability. List resource availability.

e. ( ) Planning Factors. List applicable planning factors.

2. ( ) MISSION. State the civil affairs mission to support the basic plan.

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DECLASSIFY ON:

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CLASSIFICATION

Figure A2.105. Format for Civil Affairs Annex.

CLASSIFICATION

3. ( ) EXECUTION. In the necessary detail, describe possible civil affairs activities ranging from civil-military liaison in the area of operations to military assumption of full governmental powers. Outline the wide range of functions which may be required within the area of operations or between phases of the operation and discuss alternative plans. Use appendices as necessary to provide lengthy and detailed guidance.
- a. ( ) Concept of Operations. As a minimum, include:
- (1) ( ) Guidance on how civil affairs activities are expected to support the force in accomplishing its mission.
- (2) ( ) The concept and procedures for coordinating civil affairs activities with tactical operations, including appropriate phasing. Indicate the mutual support to be shared between civil affairs activities and PSYOP, intelligence collection, rear area security, and logistic operation.
- (3) ( ) The planned allocation and guidance for the use of military units and resources for the performance of civil affairs functions.
- (4) ( ) A breakdown of the principal civil affairs functions to be performed within the command area, including any significant variations by country, state, or region.
- b. ( ) Tasks. In separate subparagraphs, assign individual tasks and responsibilities to subordinate commands.
- c. ( ) Delegation of Authority. In separate sub-paragraphs, provide clear and concise statements of the authority granted to subordinate commanders for the exercise of civil affairs functions.
- d. ( ) Coordinating Instructions. Provide necessary guidance applicable to two or more subordinate commands. Include guidance as necessary for:
- (1) ( ) Establishing civil affairs boundaries.
- (2) ( ) Formalizing liaison arrangements with allied forces and between subordinate commands.
- (3) ( ) Establishing claims policy.
- (4) ( ) Negotiating and applying status-of-forces agreements.

G-2

CLASSIFICATION

Figure A2.105. Continued.

**CLASSIFICATION**

- (5) ( ) Providing liaison and coordination with US Government agencies.
- (6) ( ) Issuing proclamations to the civil populace.
- (7) ( ) Providing liaison and coordination with host-country or other friendly governments.
- (8) ( ) Establishing emergency measures for defense of civil populations.

4. ( ) ADMINISTRATION AND LOGISTICS

- a. ( ) Logistics. State any applicable requirements to maintain military equipment and supplies for supporting civil affairs functions. Refer to Annex D, Logistics for more information on logistic procedures.
- b. ( ) Administration. Establish any necessary administrative reporting requirements.
- c. ( ) Civilian Personnel. Estimate the local civilian labor required and available to support military operations. Refer to Annex E, Personnel for policies on the employment of civilian personnel.
- d. ( ) Civilian Facilities and Supplies. Estimate the local civilian facilities and supplies required and available to support the operation. Refer to Annex D, Logistics for more detailed guidance.
- e. ( ) Military Government. When a military government is to be established, or whenever the military assumes partial authority over legislative, executive, and judicial functions, provide guidance on these affairs:
  - (1) ( ) Governmental affairs, including:
    - (a) ( ) Civil administration.
    - (b) ( ) Tribunals.
    - (c) ( ) Public safety.
    - (d) ( ) Public health.
    - (e) ( ) Public welfare.
    - (f) ( ) Public education.

G-3

**CLASSIFICATION****Figure A2.105. Continued.**



CLASSIFICATION

- (g) ( ) Labor.
- (h) ( ) Public finance.
- (i) ( ) Civil defense.
- (j) ( ) Diplomatic relations.
- (2) ( ) Economic affairs, such as:
  - (a) ( ) Economics and commerce.
  - (b) ( ) Food and agriculture.
  - (c) ( ) Property control.
  - (d) ( ) Civilian supply.
- (3) ( ) Public facilities affairs, such as:
  - (a) ( ) Public works and utilities.
  - (b) ( ) Public communications.
  - (c) ( ) Public transportation.
  - (d) ( ) Public imprisonment institution.
- (4) ( ) Special affairs, to include:
  - (a) ( ) Displaced persons, refugees, and evacuees.
  - (b) ( ) Civil information.
  - (c) ( ) Arts, monuments, and archives.
  - (d) ( ) Religious relations.
  - (e) ( ) Burial and registration of civilian dead.

5. ( ) COMMAND AND SIGNAL

a. ( ) Command Relationships. Indicate the difference, if any, between the command channels for conducting civil affairs activities and the command relationships established in Annex J. If applicable, state requirements for augmentation of appropriate headquarters with civil affairs personnel.

G-4

CLASSIFICATION

Figure A2.105. Continued.

**CLASSIFICATION**

b. ( ) C3 Systems. Refer to the appropriate section of Annex K for command and control information. Provide pertinent extracts of information included in Annex K or the basic plan for supporting civil affairs activities.

t/  
General, USAF  
Commander in Chief  
USAFE

Appendices:

**NOTE:** There are no specified appendices but they may be included as necessary for lengthy or detailed guidance.

OFFICIAL:

s/  
t/  
Colonel  
Position

G-5

**CLASSIFICATION**

**Figure A2.105. Continued.**

CLASSIFICATION

HQ USAFE  
APO AE 09094-5001  
1 April 1993

ANNEX H TO CINCUSAFE OPLAN 4123-93 (U)  
METEOROLOGICAL AND OCEANOGRAPHIC SERVICES (U)

- ( ) REFERENCES: List references which provide additional guidance and information required for use with this annex.
1. ( ) SITUATION
- a. ( ) Enemy. Refer to Annex B.
- b. ( ) Friendly. Identify allied and other services' environmental services support available to assist, or allied or other service requirements to be met in the execution of this plan.
- c. ( ) Assumptions. State the assumptions impacting on the environmental services support required by the plan. Include realistic estimates of the availability of data and facilities in the area of operations, availability of support from non-US and US non-military agencies, and the feasibility of obtaining environmental data from satellites.
- d. ( ) Resource Availability. List resource availability.
- e. ( ) Planning Factors. Establish in this paragraph the requirement for any unusual environmental services support and clarify the assignment of specific responsibilities for this support. Identify significant environmental factors that may influence operations and the probability of their occurrence. See Annex B, paragraph 2, for more detailed environmental information about the area of operations.
2. ( ) MISSION. State in a clear, concise statement the environmental services objectives in support of the plan.
3. ( ) EXECUTION
- a. ( ) Concept of Operations. Describe the environmental services support system and the manner in which it functions to implement the plan. As required, refer to other documents available to tasked units which establish doctrine and procedures. Note any deviations from standard practices and include additional procedures peculiar to the operation. Marshalling, deployment, operations, and redeployment should be treated in separate subparagraphs.

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DECLASSIFY ON:

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CLASSIFICATION

**Figure A2.106. Format for Environmental Services Annex.**

## CLASSIFICATION

b. ( ) Tasks and Responsibilities. In separate subparagraphs for each tasked weather unit or friendly forces, assign individual environmental services tasks and responsibilities. Identify the Air Force units responsible for providing space and atmospheric, oceano-graphic, and terrestrial environmental support to the operation. Include weather communications, and centralized and production responsibilities. Assign responsibilities to specific commands and, where feasible, to specific units.

c. ( ) Coordinating Instructions. Include the instructions common to two or more environmental service units tasked in the plan.

4. ( ) ADMINISTRATION AND LOGISTICS

a. ( ) Logistics. Provide broad guidance on how environmental services logistics support are to be furnished. Refer to Annex D and pertinent command directives for more guidance.

b. ( ) Administration. Identify administrative support and reporting requirements and procedures.

5. ( ) COMMAND AND CONTROL

a. ( ) Command Relationships. Indicate the channels for controlling environmental services support if they are different from the command relationships outlined in the basic plan or in Annex J.

b. ( ) C3 Systems. Provide a general statement of the scope and type of environmental services C3 system requirements applicable to the operation. Refer to Annex K.

(1) ( ) Provide instructions to cover periods during which communication circuits are not operational.

(2) ( ) Provide instructions for transmitting environmental services information to and from echelons where special circuits are not available.

t/  
General, USAF  
Commander in Chief  
USAFE

**NOTE:** Appendices may be used as required for lengthy or detailed guidance. Climatic data is normally included in appendices to Annex B.

OFFICIAL:

s/  
t/  
Colonel, USAF  
Position

H-2

CLASSIFICATION

Figure A2.106. Continued.



## CLASSIFICATION

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1 April 1993

ANNEX J TO CINCUSAFE OPLAN 4123-93 (U)  
COMMAND RELATIONSHIPS (U)

- ( ) REFERENCES: List documents providing necessary guidance on the command relationships of forces concerned.

1. ( ) GENERAL

a. ( ) Purpose. Use this annex to establish the relationships between the supported commander and these agencies:

- (1) ( ) The National Command Authority (NCA).
- (2) ( ) Other unified and specified commands.
- (3) ( ) International commands and organizations.
- (4) ( ) Service component commanders.
- (5) ( ) Subordinate uni-service forces and JTFs.
- (6) ( ) Coordinating authorities.
- (7) ( ) Other subordinate military activities, such as military assistance groups and missions.
- (8) ( ) Transportation Operating Commands (TOCs).
- (9) ( ) US diplomatic missions.
- (10) ( ) Government departments or agencies supporting the operations.
- (11) ( ) Forces and agencies of other nations.

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DECLASSIFY ON:

J-1

## CLASSIFICATION

**Figure A2.107. Format for Command Relationships Annex.**

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b. ( ) Scope. Specify the scope and applicability of the command relationships established in this annex in terms of specific military operations or functions, specific geographical limitations, and timing or circumstances which cause these command relationships to become effective.

2. ( ) COMMAND LINES

a. ( ) Service Components. Indicate the command lines to service components of the force and to subordinate elements, as appropriate.

b. ( ) Other Subordinate Commands. Indicate the command lines to subordinate commanders established to conduct this operation and the conditions for their assuming operational control of assigned forces.

c. ( ) Augmentation Forces. Indicate the purpose, time, and approximate duration of the attachment, and the degree of authority over and responsibility for the augmentation forces.

3. ( ) SUPPORT AND COORDINATION RELATIONSHIPS

a. ( ) Supporting Military Forces. Indicate the relationships to be established with military organizations operating to support the originating command.

b. ( ) Coordinating Authorities. As necessary, assign a commander or another person the responsibility of coordinating specific functions or activities.

c. ( ) Supporting Agencies. Indicate the relationships among the elements of the force and any supporting agencies, such as USIA. Refer to other annexes or appendices, as needed, for specific guidance.

d. ( ) Inter-Service Support Arrangements. Refer to Annex D, paragraph 2b, Interservice Logistics Support, for more detailed guidance.

e. ( ) Coordination with Diplomatic Agencies. Indicate any requirements for coordination with chiefs of US diplomatic missions that are not included elsewhere in the plan and state who is responsible for the coordination.

4. ( ) RELATIONSHIPS WITH INTERNATIONAL AND FOREIGN COMMANDS AND ORGANIZATIONS. Indicate command arrangements or relations to be established with international commands and organizations (such as the North Atlantic Treaty Organization and North American Air Defense Command), and with foreign military commands. Indicate the conditions under which such relations are planned to become effective.

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CLASSIFICATION

Figure A2.107. Continued.

**CLASSIFICATION**

5. ( ) PLANNING RELATIONSHIPS. Specify any relationships between military commands which are to be established for the purpose of developing supporting plans. When necessary, include requirements for coordination with other-nation commands and non-military agencies.

t/  
General, USAF  
Commander in Chief  
USAFE

Appendix:

1--Command Relationships Diagram

OFFICIAL:

s/  
t/  
Colonel, USAF  
Position

J-3

**CLASSIFICATION**

**Figure A2.107. Continued.**



**CLASSIFICATION**

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1 April 1993

APPENDIX 1 TO ANNEX J TO CINCUSAFE OPLAN 4123-93 (U)  
COMMAND RELATIONSHIPS DIAGRAM (U)

( ) No specific format for this appendix is prescribed. However, the diagram should include only the level of detail essential to a clear understanding of command lines and supporting arrangements. If applicable, coordination lines effective upon execution of the OPORD should be shown.

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DECLASSIFY ON:

J-1-1

**CLASSIFICATION**

**Figure A2.108. Format for Command Relationships Diagram Appendix.**

## CLASSIFICATION

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1 April 1993

ANNEX K TO CINCUSAFE OPLAN 4123-93 (U)  
COMMAND, CONTROL, AND COMMUNICATIONS SYSTEMS (U)

- ( ) REFERENCES: List references required for a complete understanding of this annex. Include complementary plans, publications, command and control (C2) systems, and communication- (C3) computer (C4) systems policy documents.

1. ( ) SITUATION

- a. ( ) Enemy. Refer to Annex B. Assess in detail enemy counter-C3 and signal-intercept capabilities that may threaten and constrain effective friendly command and control. Address enemy doctrines and capabilities to gain the initiative, surprise, bring friendly forces to battle on enemy terms, and disorganize friendly forces during engagements. Discuss pertinent past enemy uses of OPSEC measures to preserve secrecy, deceptions to influence decisionmaking, jamming to disrupt communications, and attacks on command posts and communications systems to destroy them. In addition to capabilities that represent a threat to the success of the C2 mission, list all enemy vulnerabilities that may be exploited by friendly forces.
- b. ( ) Friendly. Provide an analysis of friendly C2 facilities, resources, and organizations which affect the planning of subordinate commands. Indicate the manner in which these C2 forces not included in the task organization can cooperate to support the operation. Place special emphasis on listing applicable international bilateral arrangements that have been made to obtain or provide C2 support.
- c. ( ) Assumptions. State the assumptions which establish essential criteria for developing the C2 annex (for example, availability of mobile or transportable JCS- or service-controlled assets and security of key facilities outside the combat zone. Hold the number of assumptions to a minimum. Focus assumptions on the conditions expected to exist during the execution of the plan. Indicate alternatives if the situation does not develop as anticipated.
- d. ( ) Resource Availability. List resource availability.

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DECLASSIFY ON:

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## CLASSIFICATION

**Figure A2.109. Format for Command and Control Systems Annex.**

**CLASSIFICATION**

e. ( ) Planning Factors. Make maximum use of established doctrine. Include the guidance necessary for the coordination of command and control support by all tasked commands and agencies. Highlight selected policies, doctrines, or procedures that are in the references but which need particular emphasis. State completely any procedures that have not previously been published but that are to be followed during the operation. State any deviations from standard practices which are authorized by the plan.

2. ( ) MISSION. State the C2 mission in terms of the overall operation. Inform the executing commands of the C2 systems and procedures required to support the operation. Define the broad tasks and the purposes in order to establish a basis for integrating and coordinating actions to be taken.

**NOTE:** The statement of the C2 mission may require several subparagraphs in view of the many aspects of C2 support.

3. ( ) EXECUTION

a. ( ) Operational Concept. Describe briefly, in narrative form, how the entire operation is visualized. Place particular emphasis on those aspects of the basic plan that establish C2 requirements and affect C2 capabilities and limitations.

b. ( ) Tasks. In a separate subparagraph for each subordinate component or other subdivision of the force, assign individual C2 tasks and responsibilities. Include instructions that apply only to that component or sub-division. Cover the entire course of action listed in paragraph 5 of the unified commander's C2S Estimate, stating the task and the unit that is to perform it. (Refer to JOPES, Volume I, Chapter 3, for C2S Estimate format.) Inform each organization what must be done to carry out the C2 mission; however, do not specify how each unit should accomplish its mission. Include the when and where of the respective missions in the task assignment. Include only a brief narrative of the tasks in this paragraph. Present the details in the C2 system configuration in the appendices. In the final subparagraph, include the coordinating instructions common to all tasks assigned.

c. ( ) Special Measures

(1) ( ) Provide a separate subparagraph of information about each special measure or procedure that is not covered in paragraph 3a or b but that is necessary to support the mission.

K-2

**CLASSIFICATION**

**Figure A2.109. Continued.**

**CLASSIFICATION**

(2) ( ) Include information on C2 operations that are not part of the main effort. Explain who is going to perform the particular function of special measures, where it will be done, and what responsibilities the C2 unit of the task force will have in cooperating in the execution of these special measures. Some examples to consider are routing indicator allocations, frequency plans, electronic identification procedures.

(3) ( ) Discuss basic considerations for C3 Protection, referring to Appendix 2 for more detailed guidance.

(4) ( ) Address communications security (COMSEC) in all OPLANs, either as an internal portion of Annex K or as an appendix. Address specific COMSEC measures and cryptomaterial considerations as a minimum. Refer to appendix 1 for guidance in writing a COMSEC appendix.

4. ( ) ADMINISTRATION AND LOGISTICS

a. ( ) Logistics. Provide broad instructions about logistic support for C2 operations. Direct users to references, including Annex D and current logistics instructions. Include wartime procedures for maintaining C4 systems that are under contract during peace-time. Since Annex K may be distributed separately, repeat important logistics coordination matters here even though they may have been covered in Annex D. Normally limit remarks in this paragraph to interservice C2 supply and maintenance matters, for example, assignment of logistic or maintenance responsibilities to a single component, or other cross-servicing arrangements. If the information is very detailed, prepare a logistics appendix to the C3 systems annex.

b. ( ) Administration. Prescribe requirements for C2 administrative records and reports. Include other necessary guidance which relates to C2 support for joint operations but which is not covered in the topics previously discussed in this attachment.

5. ( ) COMMAND AND SIGNAL

a. ( ) Command Relationships. Refer to Annex J.

b. ( ) C3 Systems. Briefly summarize the C3 systems required in support of plan execution, making necessary references to appropriate supporting appendices and those requirements listed in other annexes.

t/  
General, USAF  
Commander in Chief  
USAFE

K-3

**CLASSIFICATION**

**Figure A2.109. Continued.**

**CLASSIFICATION**

Appendices:

- 1--Communications Security
- 2--C3 Protection
- 3--Communications Planning
- 4--Satellite Communications Planning
- 5--Defense Courier Service
- 6--Frequency Support

**NOTE:** Appendix 3 is not required for every OPLAN. Additional appendices may be developed as necessary to describe special- purpose communications networks or systems, such as, environ-mental services, air to ground, ship to shore, or air defense. Alternatively, these topics may be covered in tabs to the Communications Planning Appendix.

OFFICIAL:

s/  
t/  
Colonel, USAF  
Position

K-4

**CLASSIFICATION**

**Figure A2.109. Continued.**

## CLASSIFICATION

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1 April 1993

APPENDIX 1 TO ANNEX K TO CINCUSAFE OPLAN 4123-93 (U)  
COMMUNICATIONS SECURITY (U)

- ( ) REFERENCES: List references that provide the user with information and guidance relative to communications security for the plan being developed.
1. ( ) PURPOSE. Briefly describe the operational situation and the supporting C2 systems. Summarize areas of the plan requiring COMSEC consideration. Place emphasis on common problem areas, such as, unclassified administrative and operational reporting, use of call signs, and physical security of COMSEC material.
2. ( ) GENERAL. Provide general objectives, including trans-mission security, cryptosecurity, and physical security; all COMSEC needs and corrections required to protect the classified content of the plan; security of the supporting communications; COMSEC training; and general responsibilities and required policy guidance.
3. ( ) EXECUTION
- a. ( ) Concept of COMSEC Support Operations. Outline specific COMSEC support requirements, including special intelligence support.
- b. ( ) Tasks. Provide specific tasks for participating and support organizations, including both cryptologistics and cryptologic organizations. Identify the component responsible for issuing cryptographic materials to other components. Provide guidance for obtaining cryptographic support.
- c. ( ) Coordinating Instructions. Provide specific procedures to ensure coordination among activities concerned.
4. ( ) ADMINISTRATION AND LOGISTICS
- a. ( ) Logistics. Identify logistics support related to COMSEC surveillance activities.
- b. ( ) Administration. Identify cryptologistics support responsibilities. Provide for controlling and reporting compromises of cryptomaterial.

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DECLASSIFY ON:

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CLASSIFICATION

**Figure A2.110. Format for Communications Security Appendix.**

CLASSIFICATION

5. ( ) COMMAND AND SIGNAL

a. ( ) Command Relationships. Identify command and control related to COMSEC surveillance activities. Provide for controlling COMSEC surveillance support activities.

b. ( ) C3 Systems. Identify specific COMSEC keying material and systems (operations codes, authenticator systems, etc.) to be employed to support the overall operation.

K-1-2

CLASSIFICATION

Figure A2.110. Continued.

## CLASSIFICATION

HQ USAFE  
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1 April 1993

APPENDIX 2 TO ANNEX K TO CINCUSAFE OPLAN 4123-93 (U)  
C<sup>3</sup> PROTECTION (U)

- ( ) REFERENCES: List DoD, JCS, service, or command directives, plans, or guidance documents pertinent to the conduct or support of C3 protection activities.

1. ( ) SITUATION

a. ( ) Enemy. Refer to Annex B and the discussion on the enemy in Annex K for the basic situation. Highlight the capabilities of the enemy to disrupt, deceive, or destroy friendly C3 systems and operations not already discussed in Annex K.

b. ( ) Friendly. List the organizations which are not subordinate to this command but which are tasked to support the plan. List the specific tasks assigned to each in support of C3 protection objectives envisaged in this OPLAN.

c. ( ) Assumptions. List applicable assumptions (if any).

d. ( ) Resource Availability. List resource availability.

e. ( ) Planning Factors. List applicable planning factors.

2. ( ) MISSION. Indicate how C3 protection activities support accomplishing the mission assigned in the basic plan.

3. ( ) EXECUTION

a. ( ) Concept of Operations. Summarize the overall concept for ensuring the effectiveness of friendly command and control of forces despite enemy use of counter-C3. Give particular attention to ensuring the physical security and survivability of friendly command and control capabilities. Include provisions for using electronic counter-countermeasures (ECCM) to counter enemy jamming, and to employ deception, OPSEC, and other procedures or tactics to thwart enemy lethal and nonlethal attacks on friendly C3 systems.

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**Figure A2.111. Format for C3 Protection Appendix.**



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b. ( ) Tasks. Identify a command element that is responsible for coordinating C3 protection actions. In separate sub-paragraphs, assign tasks and responsibilities to each subordinate command in order to implement and accomplish C3 protection actions (to include identifying C3 protection vulnerabilities).

c. ( ) Coordinating Instructions

(1) ( ) Phasing. Outline the C3 protection phases that occur in each phase of the operation (planning, preparing to execute, execution, and post-execution). Show the sequence of activities in each phase keyed to the start of the phase and supported operational events.

(2) ( ) Integration. Provide detailed instructions, as required, for integrating physical security and survivability measures, ECCM, deception, and OPSEC means of performing the C3 protection mission. Provide instructions for the integrated use of electronic countermeasures (ECM) and destruction of enemy assets, if required, to accomplish the C3 protection mission. Refer to counter C3 discussions in Annex C if applicable.

(3) ( ) Coordination. Provide guidance to facilitate coordination of elements involved in C3 protection. Place emphasis on closed coordination with counter-C3, deception, OPSEC, electronic combat (EC), PSYOP, and other key planners that rely on friendly C3 resources. Cross-reference portions of other appendices and annexes to minimize the length of the text.

(4) ( ) Security. Establish or provide reference for any special security or handling requirements for C3 protection planning and actions envisaged by this appendix.

(5) ( ) Reports. Reference operational reporting requirements necessary to effectively monitor C3 protection activities.

4. ( ) ADMINISTRATION AND LOGISTICS

a. ( ) Logistics. Identify any specialized equipment supply requirements.

b. ( ) Administration. Identify or reference any required administrative reports.

c. ( ) Personnel. Identify any requirements for specialized personnel qualifications or augmentation.

5. ( ) COMMAND AND SIGNAL

a. ( ) Command Relationships. Establish any special procedures required for the command and control of C3 protection actions.

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Figure A2.111. Continued.

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- b. ( ) C3 Systems. Identify C3 system requirements in support of C3 protection activities.
- c. ( ) Execution Checklist. Provide a checklist for actions to be accomplished to implement the C3 protection concept. (See JOPEs, Volume II, Annex K, Appendix 3, for a sample listing.)

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**CLASSIFICATION****Figure A2.111. Continued.**

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APPENDIX 3 TO ANNEX K TO CINCUSAFE OPLAN 4123-93 (U)  
COMMUNICATIONS PLANNING (U)

- ( ) REFERENCES: List references that provide the user a clear understanding of the communications considerations for the plan being developed.
1. ( ) SITUATION. Briefly summarize the situation as it relates to communications planning.
2. ( ) MISSION. Briefly state the mission of communications planning in terms of the objectives of Annex K and basic plan.
3. ( ) EXECUTION
- a. ( ) Concept of Operations. Provide procedures in general terms for the development and operation of the communications systems.
- b. ( ) Tasks. Identify the tasks and responsibilities of the component commands and agencies to provide, install, or operate and maintain designated portions of the system. Establish the requirements for CINC staffs to coordinate with the Joint Staff prior to including JCS-controlled assets in a plan to preclude dual tasking.
4. ( ) ADMINISTRATION AND LOGISTICS. Briefly summarize the concept of administrative and logistics support.
5. ( ) COMMAND AND SIGNAL
- a. ( ) Command Relationships. Refer to Annex J.
- b. ( ) C3 Systems. Describe the desired connectivity of the system. Develop appendices and tabs as required to further describe the system. Cover aspects such as nodal point, time-phasing charts, system configuration diagrams, and system management and control.

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**Figure A2.112. Format for Communications Planning Appendix.**

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APPENDIX 4 TO ANNEX K TO CINCUSAFE OPLAN 4123-93 (U)  
SATELLITE COMMUNICATIONS PLANNING (U)

- ( ) REFERENCES: List DoD, JCS, service, or command directives, plans, or guidance documents relating to satellite communications support for the operational plan.
1. ( ) SITUATION
- a. ( ) General. Outline basic concepts and guiding principles used by the command in planning satellite communications support for this OPLAN.
- b. ( ) Threat. Consider enemy capabilities to disrupt satellite communications supporting this plan and identify potential affects on OPLAN execution. Discuss friendly action to mitigate the enemy threat.
2. ( ) UHF SATELLITE REQUIREMENTS. Discuss UHF tactical satellite communications requirements for this OPLAN. Identify specific requirements by attaching a UHF Network List and a UHF Network Diagram (Tabs A and B).
3. ( ) SHF SATELLITE REQUIREMENTS. Discuss SHF tactical satellite requirements for this OPLAN. Identify specific requirements by attaching an SHF equipment List, a SHF Link List, and SHF Link Breakout List, and an SHF Network Diagram (Tabs C, D, E, and F). The total amount of SHF satellite capacity is computed using the Communications Operational Planning System (COPS) program available from Headquarters, DCA. The output of the COPS program should be attached as Tab G.
4. ( ) SATELLITE RESOURCES. Compare satellite resources apportioned by the Joint Chiefs of Staff with satellite resources required to execute the plan. (The Joint Staff apportionment will be provided in JSCP, Annex I, or by separate Joint Staff memorandum.) Identify resources required to execute the plan in Tabs A and G. If satellite resource shortfalls are identified, discuss the impact of the shortfall on execution of the overall plan.

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**Figure A2.113. Format for Satellite Communications Planning Appendix.**

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5. ( ) JCS-CONTROLLED EQUIPMENT. Identify any JCS-controlled satellite terminal equipment or gateway terminals required to execute the OPLAN. Explain why the equipment is required and the impact if equipment is not available.

Tabs:

- A--UHF SATCOM Network List
- B--UHF SATCOM Network Diagram
- C--SHF SATCOM Network List
- D--SHF SATCOM Link List
- E--SHF SATCOM Link Breakout List
- F--SHF SATCOM Network Diagram

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**Figure A2.113. Continued.**

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TAB A TO APPENDIX 4 TO ANNEX K TO CINCUSAFE OPLAN 4123-93 (U)  
UHF SATCOM NETWORK LIST (U)

<u>NETWORK</u>	<u>CHANNEL NO.</u>	<u>CHANNEL TYPE</u>	<u>DATA RATE</u>	<u>SATELLITE AREA</u>	<u>URDB NO.</u>	<u>CINC RANKING</u>
1	2	3	4	5	6	7

## NOTES:

1. Network Acronym--Enter network acronym defined on JCS URDB validation.
2. CINC Channel Number--Enter a unique number (up to 3 characters) for each satellite channel assumed in the OPLAN. Networks that share a satellite channel will list the same channel number.
3. Channel Type--"25FT," "25HDR," "25LDR," or "5NR" to identify channel type as either 25 kHz Fleet, 25 kHz Wideband High Data Rate, 25 kHz Wideband Low Data Rate, or 5 kHz Nonregenerative.
4. Data Rate--Enter the maximum data rate of the network in KBPS.
5. Satellite Area--Enter "LANT," "IO," "WPAC," OR "EPAC" to identify the satellite coverage area required as either Atlantic, Indian Ocean, West Pacific, or East Pacific.
6. URDB Number--Enter the JCS-assigned URDB number for the network.
7. CINC Ranking--Identify the relative importance of the network compared to other UHF networks required by the OPLAN. For example, if 6 networks are required, the most important is ranked "1" (1 of 6) and the least important is ranked "6" (6 of 6).

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**Figure A2.114. Format for UHF SATCOM Network List Tab.**

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TAB B TO APPENDIX 4 TO ANNEX K TO CINCUSAFE OPLAN 4123-93 (U)  
UHF SATCOM NETWORK DIAGRAM (U)

NETWORK NAME: 1  
TERMINAL NAME: 2 & 3

**NOTES:**

1. Network Name--Enter the network acronym and long title of the network.
2. Terminal Name--Enter a user-defined name for each terminal.
3. Connectivity--Connect the terminal names with lines to show connectivity between terminals.

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**Figure A2.115. Format for UHF SATCOM Network Diagram Tab.**

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TAB C TO APPENDIX 4 TO ANNEX K TO CINCUSAFE OPLAN 4123-93 (U)  
SHF SATCOM NETWORK LIST (U)

<u>TERMINAL</u> <u>ID</u> 1	<u>TERMINAL</u> <u>TYPE</u> 2	<u>ANTENNA</u> <u>SIZE</u> 3	<u>LATITUDE</u> 4	<u>LONGITUDE</u> 5	<u>UIC</u> 6	<u>UTC</u> 7
-----------------------------------	-------------------------------------	------------------------------------	----------------------	-----------------------	-----------------	-----------------

## NOTES:

1. Terminal ID--Enter a terminal name that uniquely identifies the terminal.
2. Terminal Type--Enter type of terminal (TSC85, TSC85A, TSC85B, TSC 86, TSC93, TSC93A, TSC94, TSC94A, TSC100, TSC100A, LST8000, GATEWAY).
3. Antenna Size--Enter antenna diameter in feet (5, 9, 20, 38, or 60).
4. Latitude--Enter the terminal latitude in degrees (convert minutes/seconds to tenths of degrees). Use negative values to reference locations in the Southern Hemisphere.
5. Longitude--Enter the terminal longitude in degrees (convert minutes/seconds to tenths of degrees). Use negative values to reference locations in the Western Hemisphere.
6. UIC--Enter the 6-character Unit Identification code to identify the unit that provides the terminal.
7. UTC--Enter the 5-character Unit Type Code to identify UTC of terminal type listed in column 2.

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**Figure A2.116. Format for UHF SATCOM Network List Tab.**



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TAB D TO APPENDIX 4 TO ANNEX K TO CINCUSAFE OPLAN 4123-93 (U)  
SHF SATCOM LINK LIST (U)

LINK	FROM	TO	DATA	URDB	CINC
<u>ID</u>	<u>TERM</u>	<u>TERM</u>	<u>RATE (KBPS)</u>	<u>NO.</u>	<u>RANKING</u>
1	2	3	4	5	6

**NOTES:**

1. Link ID--enter a user-defined link identification number that uniquely identifies each link transmitted from a terminal.

**NOTE:** GMS Hub terminals often combine several links into a single transmit carrier.) Links combined in this manner must be assigned the same link number.

2. From Terminal--Enter the Terminal ID (from Tab C) that identifies the transmit terminal.

3. To Terminal--Enter the Terminal ID (from Tab C) that identifies the receive terminal.

4. Data Rate--Enter the link data rate in KBPS.

5. URDB Number--Enter the JCS-assigned URDB number for the link.

6. CINC Ranking--Identify the relative importance of the link compared to other SHF links required by the OPLAN. For example, if 6 links are required, the most important is ranked "1" (1 of 6) and the least important is ranked "6" (6 of 6).

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**Figure A2.117. Format for UHF SATCOM Link List Tab.**

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TAB E TO APPENDIX 4 TO ANNEX K TO CINCUSAFE OPLAN 4123-93 (U)  
SHF SATCOM LINK BREAKOUT LIST (U)

LINK ID	CHANNEL NO.	CIRCUIT	DATA PRIORITY	FROM TERMINAL EQUIP	TO TERMINAL EQUIP
1	2	3	4	5	6

## NOTES:

1. Link ID--Enter the same Link ID used in Tab D.
2. Channel No.--Enter the channel number from the multiplexer plan. The first set of characters should be the link ID and the second set should be the channel number on that link.
3. Circuit Designator--For circuits supported by the DCS, enter the CCSD assigned by DCA. Otherwise, enter a unique user-defined circuit identification for each circuit.
4. Restoration Priority--For circuits supported by the DCS, enter the NCS assigned restoration priority identifying the relative priority of each circuit within a link.
5. From Terminal Equipment--Enter the AN nomenclature of commercial designation of the terminal instrument or device that connects to the link at the transmit end location.
6. To Terminal Equipment--Enter the AN nomenclature or commercial designator of the terminal instrument or device that connects to the receive end of the circuit.

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Figure A2.118. Format for UHF SATCOM Link Breakout List Tab.

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TAB F TO APPENDIX 4 TO ANNEX K TO CINCUSAFE OPLAN 4123-93 (U)  
SHF SATCOM NETWORK DIAGRAM (U)

NETWORK NAME: 1  
TERMINAL NAME: 2 & 3

**NOTES:**

1. Network Name--Enter the network acronym and long title of the network.
2. Terminal Name--Enter the Terminal ID used on the Equipment Tables and Link Tables (Tab C and Tab D).
3. Connectivity--Connect the terminal names with lines to show connectivity between terminals.

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**Figure A2.119. Format for UHF SATCOM Network Diagram Tab.**

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APPENDIX 5 TO ANNEX K TO CINCUSAFE OPLAN 4123-93 (U)  
DEFENSE COURIER SERVICE (U)

- ( ) REFERENCES:
- a. List DoD Directive 5200.33, Defense Courier Service, 30 September 1987.
  - b. List DoD Regulation 5200.33R, Defense Courier Service Regulation, January 1989.
  - c. List other documents of primary interest to the plan being supported.
1. ( ) SITUATION. State the situation as it affects support relationships between the Defense Courier Service (DCS) and supported units. Summarize areas of the plan requiring courier consideration; emphasizing required frequency of considerations of the most sensitive classified materials concerned.
2. ( ) MISSION. State the mission of DCS in support of the mission statement in the basic plan.
3. ( ) EXECUTION
- a. ( ) Concept of Operations. Establish the general concept for DCS operations, including service provided to allied organizations; nature and level of command responsibility (including staff element) for interface; and distribution and dispatch of qualified material. Distinguish between DCS couriers, command couriers, and messengers when assigning these responsibilities. Provide geographic locations and command identifier and organizations to be supported by DCS. Identify theater port of entry and dispatch for air movement of courier material. Outline specific requirements for courier service support, including special movement requirements. Define the scope of service to be provided based on DCS projection of service to major subordinate commands (MSC) only.
  - b. ( ) Tasks. Provide specific tasks for DCS and supported commands. Identify component commands responsible for providing support to DCS, including facilities, surface, and air transportation.

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**Figure A2.120. Format for Defense Courier Service.**

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- c. ( ) Coordinating Instructions. Assign staff responsibility for courier matters at all echelons of command and provide for specific coordination among activities concerned.
4. ( ) ADMINISTRATION AND LOGISTICS. List currently approved categories of qualified material or refer--by paragraph or other identifier--to documents where policy may be found. Do not refer to a publication unless all recipients of the plan have access to the cited reference. Requirements for movement will be identified in the Time-Phased Force and Deployment Data (TPFDD) files and cross-referenced in this appendix. The DCS will maximize use of available, scheduled transportation assets (transportation priority 1 with RDD 999). The CINCs will coordinate priorities of material movement with the Joint Chiefs of Staff and DCS.
5. ( ) COMMAND AND SIGNAL. Provide general objectives, including qualification of material to be transported; command responsibilities; and appropriate policy guidance.

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**Figure A2.120. Continued.**

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APPENDIX 6 TO ANNEX K TO CINCUSAFE OPLAN 4123-93 (U)  
FREQUENCY SUPPORT (U)

- ( ) REFERENCES: List all references that are of primary interest to the component and MAJCOM frequency manager during the radio frequency planning process supporting the plan being developed.
1. ( ) SITUATION. Provide a brief summary of the situation as it applies to this appendix and the objectives of Annex K.
2. ( ) MISSION. State the mission of frequency support as it relates to the mission statement in the basic plan.
3. ( ) EXECUTION
- a. ( ) Concept of Operations. Provide general objectives, coordination responsibilities, and policy guidance required for planning and obtaining frequency support for the communications requirements specified in Annex K.
- b. ( ) Tasks. State the basic guidance for the procedures to be used in coordinating and assigning radio frequencies for use within the geographical jurisdiction affected by the plan being developed. Include basic guidance on responding to MIJI incidents, both friendly and unfriendly.
4. ( ) ADMINISTRATION AND LOGISTICS. Briefly summarize the concept of administrative and logistics support.
5. ( ) COMMAND AND SIGNAL
- a. ( ) Command Relationships. Define the relationships between the unified command, component commands, joint task force, government agencies, and other involved US, foreign national, and combined or international organizations. Further, identify specific reporting requirements and procedures.

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**Figure A2.121. Format for Frequency Support Appendix.**

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b. ( ) Frequency Requirements. In subparagraphs below, define the specific frequency requirements by system, controlling organization, and point of contact needed to support the plan. Use tabs to cover detailed request procedures, list presently assigned frequencies (if pertinent to the plan), provide for obtaining expanded frequency support, and coordinate needed analyses on MIJI and interference incidents.

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**Figure A2.121. Continued.**

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## OPERATIONS SECURITY (U)

- ( ) REFERENCES:
- a. List JCS Pub 3-54, Operations Security.
  - b. List other applicable references that provide operations security (OPSEC) doctrinal guidance to be followed in planning and executing this operation.
1. ( ) GENERAL. State the mission of the commander. Summarize the current and anticipated situation when the operation plan is implemented. Briefly state the commander's requirements for secrecy from initial planning through post-execution phases of the operation. The commander may consider the principles of war, doctrine, and OPSEC's unique contribution to mission effectiveness to provide the basis for conducting OPSEC planning to improve mission accomplishment, and maintain the element of surprise.
2. ( ) CRITICAL INFORMATION. Critical information must be defined by the commander to begin all staff planning. List the key items of information about friendly capabilities, limitations and intentions that would prevent mission accomplishment, reduce effectiveness or cause unacceptable damage if known by an adversary. Consider the adversary's objectives and the information about friendly forces they will need for effective planning. Revise the list of critical information to reflect changing situations. The need to control or protect specific items of information may change as the operation progresses and as the adversarial threat changes.
3. ( ) TASKS. State the responsibilities of all the participants in the operation to identify, control and protect indicators of critical information. The loss of critical information may provide the adversary with a military advantage. The OPSEC process should be implemented by developing, coordinating and executing OPSEC plans and measures. The preparation phase of an operation is particularly important, since the enemy may be warned of friendly forces' intentions. Consider the need for an OPSEC survey, and, if appropriate, conduct the survey across all functional areas. In addition, task the necessary intelligence support.

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**Figure A2.122. Format for Operations Security Annex.**



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t/  
General, USAF  
Commander in Chief  
USAFE

Appendices:

- 1--Operations Security Estimate
- 2--Intelligence Threat
- 3--OPSEC Measures

OFFICIAL:

s/  
t/  
Colonel, USAF  
Position

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**Figure A2.122. Continued.**

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APPENDIX 1 TO ANNEX O TO CINCUSAFE OPLAN 4123-93 (U)  
OPERATIONS SECURITY ESTIMATE (U)

1. ( ) ADVERSARY KNOWLEDGE. Briefly state probable adversary knowledge of the mission of the commander and the situation that exists or will exist when the plan is implemented. Identify each adversary if there is more than one.  
**NOTE:** This explanation does not have to be an exact intelligence estimate, but it should state the background knowledge believed to be available to the enemy.
2. ( ) ADVERSARY APPRECIATION. Develop essential elements of friendly information (EEFI) as questions that adversary planners and commanders are likely to ask about friendly intentions and military capabilities. Encourage OPSEC planners to mentally put themselves in the place of adversary planners and commanders in order to determine EEFI. List EEFI pertinent to the existing or planned situation for each phase of the operation. Revise EEFI as necessary to reflect the changing situation. Note those EEFI that have been identified as enemy intelligence collection requirements.
  - a. ( ) Planning Guidance. For each of the following, state essential elements of friendly information (EEFI). For each EEFI, indicate probable current, estimated desired, and identified harmful appreciations.
    - (1) ( ) Planning and Preparatory Phase. Extending from the time of mission assignment to the time the operation is executed.
      - (a) ( ) Exercises.
      - (b) ( ) Periods of Preparatory Measures to \_\_\_\_\_ Execution.
        1. ( ) Intelligence Activities.
          - a. ( ) SIGINT.
          - b. ( ) Counterintelligence.

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Figure A2.123. Format for Operations Security Estimate Appendix.

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- c. ( ) Human Resources Intelligence.
- d. ( ) Imagery Intelligence.
- e. ( ) Indications and Warning.
- 2. ( ) Operations.
  - a. ( ) Strategy Formulation.
  - b. ( ) Conventional Forces Preparations.
  - c. ( ) Nuclear Weapons Preparations.
  - d. ( ) Chemical Warfare Preparations.
  - e. ( ) Electronic Warfare Preparations.
  - f. ( ) PSYOP Preparations.
  - g. ( ) Special Operations Preparations.
  - h. ( ) SAR Preparations.
  - i. ( ) Deterrent Military Deceptions.
  - j. ( ) Reconnaissance.
  - k. ( ) Counter-C3 Preparations.
  - l. ( ) ABGD Preparations.
  - m. ( ) Audiovisual and Visual Information Documentation Preparations.
- 3. ( ) Logistics Preparations.
- 4. ( ) Personnel Preparations.
- 5. ( ) Public Affairs Preparations.
- 6. ( ) Civil Affairs Preparations.

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CLASSIFICATION

Figure A2.123. Continued.

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7. ( ) Meteorological and Oceanographic Support Activities.
  8. ( ) Command, Control, and Communications Preparations and Activities.
    - a. ( ) Transmission Security.
    - b. ( ) Command Centers Survivability.
    - c. ( ) C3 Systems Survivability.
  9. ( ) Mapping, Charting, and Geodesy Preparations.
  10. ( ) Space Operations Preparations.
- (2) ( ) Execution and Post Execution.
- (a) ( ) Rehearsals.
  - (b) ( ) Movements.
  - (c) ( ) Battles and Engagements.
  - (d) ( ) Withdrawals and Occupation.
3. ( ) CLASSIFICATION OF EEFI. An individual EEFI may be unclassified, but cumulatively, the EEFI should be classified.
4. ( ) DETECTABLE ACTIVITIES. List the sources of critical information and of detectable activities during each phase of the operation that will not be protected by information security practices. The list may include emissions or reflections of energy; personnel or material actions or movements that can be observed, captured, or photographed; public releases, conversations, documents, habitual procedures, and arrangements with foreign countries; and compliance with treaties. These may occur in any functional area, and should be controlled or eliminated when possible. Otherwise, prescribe the use of covers and other deceptions to preserve secrecy when detectable activities cannot be avoided.
4. ( ) MONITORING. The OPSEC planner must continually monitor friendly activity to maintain a running estimate of harmful appreciations the adversary may gain from friendly detectable actions and/or information as the operation unfolds. Dynamic OPSEC planning is required in light of changes in the hostile intelligence threat or friendly operations that affect OPSEC vulnerabilities.

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**CLASSIFICATION****Figure A2.123. Continued.**

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APPENDIX 2 TO ANNEX O TO CINCUSAFE OPLAN 4123-93 (U)  
INTELLIGENCE THREAT (U)

1. ( ) INFORMATION GATHERING THREAT. Summarize enemy capabilities to obtain and assess information. Address each phase of the operation separately. Cover these topics as applicable:
  - a. ( ) Espionage. Discuss both diplomatic-based and illegal threats.
  - b. ( ) Open Source Collection. Include, in the discussion, known uses and ways of gaining access to the news media, technical publications, budgetary documents. International Civil Aeronautics Organization declarations, Notice to Mariners, etc.
  - c. ( ) Surveillance. State the enemy ability to gain information through these methods:
    - (1) ( ) HUMINT.
    - (2) ( ) COMINT.
    - (3) ( ) ELINT.
    - (4) ( ) IMINT.
    - (5) ( ) Visual.
    - (6) ( ) Acoustic.
    - (7) ( ) Radar.
    - (8) ( ) Area Patrols and Barriers.
    - (9) ( ) Other.

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**Figure A2.124. Format for Intelligence Threat Appendix.**

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d. ( ) Reconnaissance. Discuss known or likely sensors for each reconnaissance platform. If the information is available through SATRAN or other sources, note when these sensors are a threat.

(1) ( ) Space Vehicles.

(2) ( ) Aircraft.

(3) ( ) Ships.

(4) ( ) Humans.

(5) ( ) Surface Vehicles.

e. ( ) Tactical. List information gathering capabilities of various enemy units:

(1) ( ) Ground Forces.

(2) ( ) Air Forces.

(3) ( ) Naval Forces.

2. ( ) EXPLOITATION. Indicate the approximate time from collection to finished intelligence for available exploitation assets:

a. ( ) Translation. Translation capabilities, including tactical translation of captured documents.

b. ( ) Interrogation. Prisoner interrogation capabilities.

c. ( ) Analysis. Materiel analysis capabilities.

d. ( ) Estimation. Intelligence and staff estimating capabilities.

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**Figure A2.124. Continued.**

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APPENDIX 3 TO ANNEX O TO CINCUSAFE OPLAN 4123-93 (U)  
OPSEC MEASURES (U)

1. ( ) OBJECTIVES. Develop various methods to best meet the required conditions for essential secrecy in light of the OPSEC vulnerabilities identified in Appendix 1 and detection capabilities contained in Appendix 2. After identifying observable indicators of critical information that can be exploited by adversarial intelligence systems, develop the best measures to control or protect such observables. Consider cost benefit factors and whether the adversary has adequate time to exploit the information gathered. Address policy guidance and rules of engagement for OPSEC measures. Refer to pertinent policy documents as required. Select the OPSEC measures (or mix) that best combines the highest possible protection and maximum operational effectiveness.
2. ( ) ACTION CONTROL MEASURES. State alternative methods that actions can be executed to prevent detection and avoid exploitation of indicators. Prescribe the process for varying the way tactical operations are executed and avoiding standard practices which can be exploited by the enemy. Examples of action control include making preparations inside buildings instead of outside, conducting activities at night, and adjusting schedules or delaying a public affairs release.
3. ( ) COUNTERMEASURES. State methods to disrupt adversary information gathering sensors and associated data links, or prevent the enemy from obtaining, detecting or recognizing indicators. Examples include jamming, masking, interference, camouflage, diversions, threats, police powers and force against hostile information gathering assets. Indicate hostile surveillance and reconnaissance capabilities that cannot be adequately countered except by destroying them. State when destruction should occur during the operation.
4. ( ) COUNTERANALYSIS. State methods to affect the observation and/or interpretation of enemy analysts. These methods do not prevent detection, but enhance the probability that the detectable activity is overlooked or its significance misinterpreted. Counteranalysis measures provide uncertainty and alternative answers to adversary questions. Military deceptions, including covers and diversions, are in this category of OPSEC measures. Detailed planning of deceptions are separate from this OPSEC Annex. However, close coordination between OPSEC and deception planners will facilitate the desired result.

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DECLASSIFY ON:

L-3-1

CLASSIFICATION

**Figure A2.125. Format for OPSEC Measures Appendix.**

**CLASSIFICATION**

5. ( ) PROTECTIVE MEASURES. Include guidance for measures, such as:
- a. ( ) Special Access Requirements. Prescribe special access requirements for plans which are so sensitive they require greatly restricted distribution and special handling procedures.
  - b. ( ) Code Words, Nicknames and Exercise Terms. Provide guidance or refer users to the guidance provided in Annex C for using classified code words, nicknames and exercise terms. Also refer to DoD 5200.1-R/AFI 31-401 for more information. Remind users that using unclassified nicknames over telephones can be an OPSEC indicator useful to the enemy.
  - c. ( ) Crypto Systems. State the requirements for cryptographic security that are beyond those normally available to commanders, for example, one-time pads.
  - d. ( ) Information and Physical Security. Provide guidance to ensure that changes in information and physical security practices incidental to increasing readiness and security do not alert adversaries to intended activities.
  - e. ( ) Other. Include any pertinent OPSEC aspect that was not previously covered.

L-3-2

**CLASSIFICATION****Figure A2.125. Continued.**



CLASSIFICATION

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1 April 1993

ANNEX M TO CINCUSAFE OPLAN 4123-93 (U)  
MAPPING, CHARTING, AND GEODESY (MC&G) (U)

( ) REFERENCES: List documents providing guidance required for planning functions relevant to this annex.

1. ( ) SITUATION

a. ( ) MC&G Requirements. List the MC&G product types/series required to support this plan within corresponding subparagraphs (i.e., (1) Aerospace Products, (2) Topographic Products, (3) Hydrographic Products, (4) Target Materials, (5) Special Products). Area coverage and quantity requirements should be portrayed textually or graphically using standard index bases in Appendix 1.

b. ( ) Available Products. Provide a general statement about the availability and adequacy of the MC&G data and related material required to support the plan.

c. ( ) Capabilities. List MC&G forces assigned or attached. Show latest arrival date for each MC&G unit contained in the TPFDD. List information about other forces or agencies that may affect the provisions of MC&G products required to support the plan.

d. ( ) Supporting Capabilities. List MC&G forces or agencies that are not assigned or attached but that are required to provide MC&G support for implementing this plan. Specify the type and duration of support required. This paragraph should include a detailed outline of support expected from Defense Mapping Agency (DMA).

e. ( ) Assumptions. List the assumptions on which this annex is based. State expected conditions over which the commander has no control.

2. ( ) MISSION. Provide a clear, concise statement of the MC&G mission essential to support the basic plan.

3. ( ) EXECUTION

a. ( ) Concept of MC&G Operations

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DECLASSIFY ON:

M-1

CLASSIFICATION

**Figure A2.126. Format for Mapping, Charting, and Geodesy Annex.**

**CLASSIFICATION**

- (1) ( ) General. Provide a broad statement telling how the command provides the MC&G support necessary to meet the commander's overall mission requirement. Include the forces involved; time-phasing of operations; general nature and purpose of MC&G operations to be conducted; interrelated or cross-service support; and support provided by agreements, coordination, and cooperation necessary to successfully implement this plan. Describe the scope and extent of HNS available to enhance MC&G operations to support the plan.
- (2) ( ) Deployment. Summarize the requirements for deploying the MC&G forces and the necessary depot activities from their normal peacetime locations to the area of operations. Give particular attention to time-phasing these deployments in order to effect an orderly transition from current to planned organizational configurations.
- (3) ( ) Employment. In general terms, describe how deployed MC&G forces are employed during MC&G operations.
- b. ( ) Tasks. In separate subparagraphs, list the MC&G tasks assigned to each element of the command and to those units or agencies providing support to the plan. For each of the tasks, include a concise statement of the mission to be performed to further plan or execute the overall plan. Ensure these task assignments are sufficiently detailed to properly describe all elements essential to the concept of the operation. Ensure that responsibilities are assigned to establish, validate, and submit MC&G requirements to completely support the plan. Specify map and data storage and distribution responsibilities.
- c. ( ) Coordinating Instructions. In the final sub-paragraph, list separately those instructions applicable to the entire command or two or more elements of the command that are necessary to properly coordinate the MC&G support. Specify points of contact within the command who can authorize releasing war reserve stocks held or that can resolve command MC&G problems. State how forces are notified and list time sequencing of the notifications.
4. ( ) ADMINISTRATION AND LOGISTICS
- a. ( ) Logistics. Specify MC&G supply and storage procedures and responsibilities. Include the planned locations of command and noncommand storage sites and facilities. Specify the type and quantity of products or the time frame (for example, 10 days of maps and charts) required to be held by the supporting commands' units or agencies.
- (1) ( ) Transportation. Provide instructions for MC&G material transportation requirements. Use a separate appendix to list detailed transportation requirements and procedures. As a minimum, list portion of the TPFDD reflecting movement of MC&G materials to include nonunit record resupply requirements in pounds per person per day.

M-2

**CLASSIFICATION****Figure A2.126. Continued.**

CLASSIFICATION

(2) ( ) Support. Provide instructions for obtaining planned support.

b. ( ) Administration. If reports are required, specify formats for preparation and time, methods, and classification of submission in a separate appendix.

5. ( ) COMMAND AND SIGNAL

a. ( ) Command Relationships. Include the primary and alternate locations of all major MC&G unit or agency head-quarters. If not previously addressed, specify the command and control relationships between the command, its components, and the noncommand-sponsored units or agencies. See Annex J for more information on command relationships.

b. ( ) C3 Systems. Describe the scope and types of any C3 systems specifically required to support MC&G operations. Refer to Annex K for more information.

c. ( ) Priorities. Provide guidance for establishing component MC&G support priorities.

t/  
General, USAF  
Commander in Chief  
USAFE

Appendices:

- 1--Mapping, Charting, and Geodesy Requirements List
- 2--Mapping, Charting, and Geodesy Transportation Requirements
- 3--Mapping, Charting, and Geodesy Reports (optional, no sample attached)

OFFICIAL:

s/  
t/  
Colonel, USAF  
Position

M-3

CLASSIFICATION

Figure A2.126. Continued.

CLASSIFICATION

HQ USAFE  
APO AE 09094-5001  
1 April 1993

APPENDIX 1 TO ANNEX M TO CINCUSAFE OPLAN 4123-93 (U)  
MAPPING, CHARTING, AND GEODESY REQUIREMENTS LIST (U)

1	2	3
<u>REQUIRED ITEMS</u>	<u>COVERAGE REQUIRED</u>	<u>QUANTITY</u>
1. AEROSPACE PRODUCTS		
2. HYDROGRAPHIC PRODUCTS		
3. TOPOGRAPHIC PRODUCTS		
4. AIR TARGET MATERIALS		
5. SPECIAL PRODUCTS		

INSTRUCTIONS FOR COLUMN ENTRIES:

- 1. REQUIRED ITEMS - Provide the generalized description such as map series or scale. The stock number of a specific item is not required.
- 2. COVERAGE REQUIRED - Describe the area to be covered by geographic coordinates, political boundaries (identified by geopolitical codes), or recognizable geographic area.
- 3. QUANTITY - List the number of copies of each sheet, chart, or item needed in war reserve stocks or required for issue upon implementation of the basic plan.

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DECLASSIFY ON:

M-1-1

CLASSIFICATION

Figure A2.127. Format for Mapping, Charting, and Geodesy Requirements List Appendix.

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1 April 1993

APPENDIX 2 TO ANNEX M TO CINCUSAFE OPLAN 4123-93 (U)  
MAPPING, CHARTING, AND GEODESY TRANSPORTATION REQUIREMENTS (U)

( ) As a minimum, list the portion of the TPFDD reflecting movement of MC&G materials. List any transportation shortfalls in required support of MC&G operations and contingency plans to fully implement and sustain MC&G operations in the event full transportation requirements cannot be provided.

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DECLASSIFY ON:

M-2-1

CLASSIFICATION

Figure A2.128. Format for Mapping, Charting, and Geodesy Transportation Requirements Appendix.

## CLASSIFICATION

HQ USAFE  
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1 April 1993

ANNEX N TO CINCUSAFE OPLAN 4123-93 (U)  
SPACE OPERATIONS (U)

( ) REFERENCES: List references that provide additional guidance and information required for use with this annex.

1. ( ) SITUATION

a. ( ) Enemy. Estimate what the enemy is capable of doing and probably will do with space, air or surface assets to interfere with the accomplishment of the space mission. Reference may be made to Annex B, Intelligence for amplifying information.

b. ( ) Friendly. State in separate numbered subparagraphs the space capabilities and plans of external forces or agencies to support this plan.

c. ( ) Assumptions. State any assumptions, not included in the basic plan, that could influence the feasibility of the Space Annex of the plan. If any assumptions are critical to the success of the plan, indicate alternative courses of action.

d. ( ) Resource Availability. List resource availability.

e. ( ) Planning Factors. List applicable planning factors.

2. ( ) MISSION. State in clear, concise terms the space force tasks to be accomplished in support of the operations envisaged in the basic plan. Describe the desired results of space activities undertaken in support of this OPLAN.

3. ( ) EXECUTION. Space activities may range from satellite communication support to missions against enemy spacecraft. The functions required may vary greatly within the area of operations or between phases of the operation. This paragraph may, therefore, require considerable detail and possibly alternative plans. Appendices should be used as necessary to provide lengthy and detailed guidance.

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DECLASSIFY ON:

N-1

## CLASSIFICATION

**Figure A2.129. Format for Space Operations Annex.**

CLASSIFICATION

- a. ( ) Concept of Operations. State the general concept of space activities required in support of the forces assigned to the OPLAN. Describe briefly how the space operations fit into the entire operation. Place particular emphasis on those aspects of the basic plan that establish space requirements and that affect space capabilities and limitations.
- b. ( ) Tasks and Responsibilities. In separate numbered subparagraphs assign individual tasks and responsibilities to each applicable component, other subdivision of the force, or agencies that provide support to the plan. Each of the tasks should be a concise statement of the mission to be performed in further planning or execution of the overall plan. These task assignments should be of sufficient detail to insure that all elements essential to the concept of the operation are described properly.
- c. ( ) Coordinating Instructions. Provide necessary guidance common to two or more components, subdivisions or agencies.
- d. ( ) Space Activities. Identify space activities required to support the OPLAN. Include the following specific areas as applicable.
  - (1) ( ) Communication. Space communications channels which would aid in the exercise of command and control of military forces. Reference may be made to Annex K, Command and Control Systems for amplifying information.
  - (2) ( ) Meteorological and Oceanographic. Meteorologic, oceanographic, geodetic, and other environmental support information provided by space assets which might affect surface, air, or space activities or assets. Detailed environmental services should be described in Annex H, Environmental Services.
  - (3) ( ) Navigation. Navigational capabilities that would aid the transit of ships, aircraft, personnel or spacecraft and the determination of course and distance traveled or position location.
  - (4) ( ) Surveillance. Surveillance and/or reconnaissance information pertaining to friendly and/or enemy forces whether performed by space, air or surface assets in or external to the area of operations which would aid in operations and force positioning.
  - (5) ( ) Tactical Warning. Notification of enemy ballistic missile or space weapon attacks which can be evaluated from available sensor and intelligence sources and could affect the area of operation. Reference may be made to Annex B, Intelligence for amplifying information.

N-2

CLASSIFICATION

Figure A2.129. Continued.

**CLASSIFICATION**

(6) ( ) Space Control. Space related activities whether performed by space, air, or surface assets that ensure friendly forces and deny enemy forces the unrestricted use of space and space assets.

(7) ( ) Nuclear Detonation. Notification of detected nuclear detonations which might affect the operation and require evaluation as to yield and location. Reference may be made to Annex B, Intelligence for amplifying information.

(8) ( ) Friendly Missile Impact. Notification of friendly ballistic missile launches that might affect the area of operations and would require warning and predicted impact prior to launch.

(9) ( ) Enemy Space Activity. Notification of space related activities undertaken by the enemy that would affect friendly action in the area of operations. These could include notice of enemy reconnaissance of friendly forces by space assets, such as satellites and manned space stations, which would aid in providing information to the enemy; and/or hostile space activities taken by the enemy that deny unrestricted friendly access to space, deny the full capabilities of friendly space assets or restrict friendly surface or air resources required by these space assets. Reference may be made to Annex B, Intelligence for amplifying information.

4. ( ) ADMINISTRATION AND LOGISTICS. Provide broad guidance concerning administrative and logistics support for space operations. Support of mobile or fixed space assets within the theater of operations will be addressed here or references made to the appropriate annex where this information is available. Reference to Annex D or pertinent command directives may suffice.

5. ( ) COMMAND AND SIGNAL. Indicate the difference, if any, between the command channels for the conduct of space activities and the command relationships established in Annex J. If applicable, state requirements for augmentation of appropriate headquarters with space operations personnel. Reference should be made to the appropriate section of Annex J. Provide pertinent extracts of information included in Annex K or the basic plan for the support of space activities.

N-3

**CLASSIFICATION**

**Figure A2.129. Continued.**



**CLASSIFICATION**

t/  
General, USAF  
Commander in Chief  
USAFE

Appendices:

- 1--Early Warning
- 2--Communications
- 3--Navigation
- 4--Weather
- 5--Space System Reconnaissance
- 6--National Systems Support

OFFICIAL:

s/  
t/  
Major General, USAF  
Position

N-4

**CLASSIFICATION**

**Figure A2.129. Continued.**

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1 April 1993

APPENDIX 1 TO ANNEX N TO CINCUSAFE OPLAN 4123-93 (U)

Early Warning (U)

(U) Describe the potential theater ballistic missile threat and task the warning system necessary to detect that threat.

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DECLASSIFY ON:

N-1-1

**CLASSIFICATION**

**Figure A2.130. Format for Early Warning Appendix.**

**CLASSIFICATION**

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1 April 1993

APPENDIX 2 TO ANNEX N TO CINCUSAFE OPLAN 4123-93 (U)  
Communications (U)

(U) Describe and task (as appropriate) the space-based communications system necessary to support voice and data communications connectivity within the theater. Both portable and fixed equipment should be addressed for both intra- and intertheater applications.

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DECLASSIFY ON:

N-2-1

**CLASSIFICATION**

**Figure A2.131. Format for Communications Appendix.**

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1 April 1993

APPENDIX 3 TO ANNEX N TO CINCUSAFE OPLAN 4123-93 (U)

Navigation (U)

(U) Detail procedures for obtaining the improved navigational and targeting aids needed to support in-place and rapid deploying forces.

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DECLASSIFY ON:

N-3-1

**CLASSIFICATION**

**Figure A2.132. Format for Navigation Appendix.**

**CLASSIFICATION**

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1 April 1993

APPENDIX 4 TO ANNEX N TO CINCUSAFE OPLAN 4123-93 (U)

Weather (U)

(U) Task AFSPACECOM to provide uninterrupted environmental data for purposes of mission planning and execution. Describe and task the necessary ground equipment to intercept the environmental data.

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DECLASSIFY ON:

N-4-1

**CLASSIFICATION**

**Figure A2.133. Format for Weather Appendix.**

**CLASSIFICATION**

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1 April 1993

APPENDIX 5 TO ANNEX N TO CINCUSAFE OPLAN 4123-93 (U)

Space System Reconnaissance (U)

(U) Describe the National Space System capabilities support for supported CINC requirements and outline the means for obtaining National System support for military operations.

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DECLASSIFY ON:

N-5-1

**CLASSIFICATION**

**Figure A2.134. Format for Space System Reconnaissance Appendix.**

**CLASSIFICATION**

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1 April 1993

APPENDIX 6 TO ANNEX N TO CINCUSAFE OPLAN 4123-93 (U)

National Systems Support (U)

(U) This appendix is written at the Special Compartment Information level and tasks certain national agencies for reconnaissance support.

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DECLASSIFY ON:

N-6-1

**CLASSIFICATION**

**Figure A2.135. Format for National Systems Support Appendix.**

## CLASSIFICATION

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1 April 1993

ANNEX P TO CINCUSAFE OPLAN 4123-93 (U)  
WARTIME HOST NATION SUPPORT (U)

- ( ) REFERENCES: Cite documents necessary for a complete understanding of this appendix.
1. ( ) SITUATION
- a. ( ) Enemy. Refer to Annex B.
- b. ( ) Friendly. Identify host nations, allies and other forces not tasked in this OPLAN that have a bearing on this plan.
- c. ( ) Assumptions. State realistic assumptions concerning wartime host nation support (WHNS) and the operational impact if assumptions are not realized.
- d. ( ) Resource Availability. List resource availability.
- e. ( ) Planning Factors. List applicable planning factors.
2. ( ) MISSION. State the mission of WHNS in support of the mission statements in the basic plan and Annex D.
3. ( ) EXECUTION
- a. ( ) Concept of WHNS Support. Summarize in this paragraph the supported commander's concept for use of WHNS in support of combat operations. Cover the overall status of negotiations and agreements by country or treaty organization, presumed WHNS, and the reliability of WHNS. (Supported commanders are encouraged to provide detailed descriptions of WHNS support, policies, and procedures in appropriate OPLAN functional annexes.) List WHNS agreements, agreements of doubtful reliability, and presumed WHNS in the appendices. Identify peacetime and preconflict PSYOP that would develop support in foreign countries for the provision of WHNS.

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DECLASSIFY ON:

P-1

## CLASSIFICATION

**Figure A2.136. Format for Wartime Host Nation Support Annex.**



CLASSIFICATION

b. ( ) Tasks

(1) ( ) Assign responsibilities for coordinating and managing WHNS to military organizations.

(2) ( ) Identify the office of primary responsibility for each type of WHNS managed separately within the command.

c. ( ) Limiting Factors. Outline support limitations that are due to lack of WHNS agreements, operational impact, status of any current negotiations, and prospects for availability of the required support on an emergency basis during OPLAN execution.

4. ( ) ADMINISTRATION AND LOGISTICS

a. ( ) Logistics. Describe logistics support requirements associated with WHNS. Refer to Annex D.

b. ( ) Administration. Identify documentation and reporting procedures.

5. ( ) COMMAND AND SIGNAL. Describe command relationships with the applicable host nations. Refer to Annex J.

t/  
General, USAF  
Commander in Chief  
USAFE

Appendices:

- 1 - List of WHNS Agreements
- 2 - WHNS Reliability
- 3 - Presumed WHNS

OFFICIAL:

s/  
t/  
Colonel, USAF  
Position

P-2

CLASSIFICATION

Figure A2.136. Continued.

## CLASSIFICATION

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1 April 1993

APPENDIX 1 TO ANNEX P TO CINCUSAFE OPLAN 4123-93 (U)

## LIST OF WHNS AGREEMENTS (U) 1 &amp; 2

<u>Agreement ID</u>	<u>Title</u>	<u>Resources to be Provided</u>
3	4	5

## NOTES:

1. Agreements may be subdivided by country or treaty organization, responsible US command or functional area, or combination of these.
2. List only bilateral, umbrella, and general technical agreements.
3. Numerical or other designation, as appropriate.
4. Short title.
5. Summarize resources to be provided to US forces by this agreement.

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DECLASSIFY ON:

P-1-1

## CLASSIFICATION

**Figure A2.137. Format for WHNS Agreements Appendix.**

CLASSIFICATION

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APO AE 09094-5001  
1 April 1993

APPENDIX 2 TO ANNEX P TO CINCUSAFE OPLAN 4123-93 (U)  
WHNS RELIABILITY (U) 1 & 2

<u>Agreement ID</u>	<u>Title</u>	Resources to be Provided	CINC'S <u>Assessment</u>	Operational <u>Impact</u>
3	4	5	6	7

NOTES:

1. Agreements may be subdivided by country or treaty organization, responsible US command or functional area, or combination of these.
2. List only bilateral, umbrella, and general technical agreements.
3. Numerical or other designation, as appropriate.
4. Short title.
5. Summarize resources to be provided to US forces by this agreement.
6. Summarize the rationale for doubt regarding the reliability of the support to be provided under the agreement.
7. Summarize operational impact of not receiving the agreed WHNS and action that must be taken to provide the required support.

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DECLASSIFY ON:

P-2-1

CLASSIFICATION

Figure A2.138. Format for WHNS Agreements Appendix.

**CLASSIFICATION**

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APO AE 09094-5001  
1 April 1993

APPENDIX 3 TO ANNEX P TO CINCUSAFE OPLAN 4123-93 (U)  
PRESUMED WHNS (U) 1

<u>Resources Presumed</u>	<u>CINC Rationale</u>	<u>Operational Impact</u>
2	3	4

**NOTES:**

1. Assumptions may be subdivided by country or treaty organization, responsible US command or functional area, or combination of these.
2. Summarize resources presumed to be available to US forces.
3. Summarize rationale that supports the presumption of availability.
4. Summarize operational impact of not receiving the agreed WHNS and actions that must be taken to provide the required support.

CLASSIFIED BY:  
DECLASSIFY ON:

P-3-1

**CLASSIFICATION**

**Figure A2.139. Format for Presumed WHNS Appendix.**

CLASSIFICATION

HQ USAFE  
APO AE 09094-5001  
1 April 1993

ANNEX Q TO CINCUSAFE OPLAN 4123-93 (U)  
MEDICAL SERVICES (U)

- (U) REFERENCES:
- a. The Geneva Conventions for the Protection of War Victims of 12 August 1949.
  - b. Joint Pub 4-0, *Policy and Procedures Governing Joint Positive Control Material Devices*
  - c. Other appropriate references.
1. ( ) SITUATION
- a. ( ) Enemy. See Annex B, Intelligence.
  - b. ( ) Friendly. Refer to Annex A, Task Organization. Note any other medical elements providing support for the operation.
  - c. ( ) Assumptions. List key assumptions effecting medical planning, i.e., host nation support, levels of combat intensity, lift availability, etc.
  - d. ( ) Resource Availability. List resource availability.
  - f. ( ) Planning Factors. List applicable planning factors.
  - e. ( ) Limitations. List key limiting factors effecting medical capability, e.g., Deployable Medical Systems (DEPMEDS) sit availability, transportation resources, Class 8 (both A and B) sustainability, unavailability of medical units, unit readiness deficiencies, movement priority on TPFDD, medical and dental staffing, etc.
2. ( ) MISSION. State a clear, concise summary of the overall mission of the medical services.

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DECLASSIFY ON:

Q-1

CLASSIFICATION

**Figure A2.140. Format for Medical Services Appendix.**

## CLASSIFICATION

3. ( ) EXECUTION

a. Concept of Operations. Describe the overall concept of medical support to meet mission requirements.

(1) ( ) Transition. State the concept of transition from peacetime medical posture to wartime posture, including PWRMS, disposition of patients for relocating units, etc.

(2) ( ) Responsibility. State that medical service is a national responsibility; if appropriate, indicate responsibility and scope of medical support of US forces under OPCON of other than US commanders. Indicate responsibilities of US forces and allied forces to provide medical support for each other's combatants.

(3) ( ) Hospitalization. Describe the concept of operations for hospitalization to include command policy on joint use, general definition of OPZONES, ability to fully staff in-theater and deploying units, and availability of turn-key and warm base hospitals to meet early-on workload. Include an assessment of initial in-theater medical treatment capabilities.

(4) ( ) Patient Evacuation. Describe in general terms the overall concept of patient evacuation (land, sea, and air). Address the patient flow scheme from the FEBA pre-planned AE missions. Include a brief assessment of initial in-theater evacuation capabilities to include personnel, facilities, and conveyances. Detailed information should be included in Appendix 4.

(5) ( ) HNS. Address medical HNS availability and assess the status of these activities. Refer to detailed information in Appendix 10.

(6) ( ) EPW, CI, and DET. Refer to Annex E. State command policy on care of EPW, CI, and DET; establishment of medical facilities for their treatment; and use of enemy medical personnel.

(7) ( ) Formerly Captured US Military Personnel. Refer to Annex E. Outline concept and responsibilities to provide medical support at processing center.

(8) ( ) Joint Blood Program. Outline in general terms the concept for blood components support and resupply. Identify any regions that have been established and state when the wartime blood program is to be activated. Refer to detailed taskings and information included in Appendix 2 to this annex.

(9) ( ) Preventive Medicine. Describe the concept for support. Briefly outline the most significant health threats. State that preventive medicine programs will be conducted in accordance with pertinent Service and component directives and regulations. Identify any additional immunization requirements. Refer to detailed information in Appendix 8.

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CLASSIFICATION

Figure A2.140. Continued.

CLASSIFICATION

(10) ( ) Theater Evacuation Policy. State the objective theater evacuation policy (to establish requirements) and the supportable policy. If a range of requirements is presented, e.g., minimum acceptable risk to optimal (CINC's desired) level of support, state the evacuation policies used to define the lower and upper limits. Include in Appendix 3 both the objective policy requirements and the supportable policy requirements. Base evacuation requirements in the MEDEVAC TPFDD on the supportable theater evacuation policy. Use MPM Option L and Hospital Bed Requirements Report to assist in determining the supportable evacuation policy.

(11) ( ) Medical Regulating. Outline in general terms the concept for medical regulating within and from the theater. Identify any regulating regions that have been established. State when the wartime regulating system is to be activated.

(12) ( ) Other Health Care Support

(a) ( ) Dental Services. Include scope and responsibility for dental service. Identify inter-Service and allied dental support agreements and geographic area type support, if appropriate. Specify procedures for requesting additional dental support. Outline command policy for the use of dental personnel in medical treatment and patient care role.

(b) ( ) Environmental Health. Include scope and responsibility for environmental health. Emphasize the importance of coordination with Army Veterinary Services for adequate prevention and treatment of zoonotic and endemic animal diseases, and for medical care of military working dogs.

(c) ( ) Other Areas. As dictated by the mission, address medical support of SOF, care of chemical casualties, care of host-nation civilians supporting US forces, medical returns to duty, and mortuary affairs (death certificates and identification).

b. ( ) Tasks

(1) ( ) Responsibilities. Identify inter-Service responsibilities of subunified, task force, and component commander for medical support. Define intratheater and intertheater medical evacuation responsibility. Include specific taskings to support joint requirements. Indicate advisory responsibility of surgeons of subunified, task force, and component commands for support of indigenous populations; use of local physicians and medical facilities; medical intelligence dissemination; preventive medicine; hospitalization facilities of enemy PWs, civilian internees, or other detained persons; and mass casualty procedures. (See Appendix 1, Annex E for estimates of EPW, CI, and DET.)

Q-3

CLASSIFICATION

Figure A2.140. Continued.

## CLASSIFICATION

(2) ( ) Component Responsibilities. Include, by sub-unified command, task force, or component, responsibility for surface and aeromedical evacuation, notification requirements for location and displacement of medical treatment facilities, support of repatriation of POWs, provision of base support and resupply planning for collocated or assigned AMC aeromedical evacuation system assets, and provision of pathology support to assist in determining or documenting use of chemical agents.

(3) ( ) Component-Specific Responsibilities. Define any component-specific taskings such as sea or fixed-wing aeromedical evacuation, veterinary support, aerial spray for disease vectors, etc.

(4) ( ) Supporting Command Responsibilities. Delineate specified or other unified command taskings that are essential to OPLAN support. Refer to detailed taskings and information in support of this paragraph in Appendix 1.

c. ( ) Coordinating Instructions. Outline key intracommand coordination (e.g., personnel, Joint Transportation Board, engineering support) that must be accomplished. Indicate that coordinating instructions for medical intelligence, medical regulating, medical evacuation, and blood products support are stated elsewhere in the annex. State that coordination between and among component surgeon's staffs is directed. Describe coordination with other unified and specified commands.

4. ( ) ADMINISTRATION AND LOGISTICS

a. ( ) Medical Support Assessment. In general terms, describe the ability of available resources to medically support operations in the basic plan. Discuss the mission impact of any equipment, manpower, supply, communications, and/or transportation shortfalls.

b. ( ) Medical Materiel. Describe the general concept for support, to include single manager (if applicable), regionalization, and procedures for cross-leveling and redistributing medical materiel. Document theater stockage objectives and command-specific medical logistics policies. Assess the status of medical materiel sustainability. Refer to Appendix 7 for more detailed information on medical depot and supply-point locations and operations.

c. ( ) Reports. State that all medical reports will be submitted in accordance with Joint Pub 6-04.1, *US Message Test Formatting System* and AFI 10-206, *Operational Reporting*, Chapter 12. Refer to details on required medical reports in Appendix 9.

Q-4

## CLASSIFICATION

**Figure A2.140. Continued.**



CLASSIFICATION

5. ( ) COMMAND AND SIGNAL

a. ( ) Command Relationships. State that as the principal medical advisor to the Commander, the surgeon exercises directive authority for the Commander over all medical resources allocated to the command and ensures their effective use to meet the mission. Define when component commanders assume OPCON of theater resources not normally under their peacetime control. Refer to detailed information in Appendix 9.

b. ( ) C3 Systems. Briefly describe how medical information will be transmitted within and from the theater. Identify any dedicated unsecure or secure communication capability. Refer to detailed information in Appendix 9.

t/  
General  
Commander in Chief  
USAFE

Appendices:

- 1--Joint Medical Regulating System
- 2--Joint Blood Program
- 3--Hospitalization
- 4--Patient Evacuation
- 5--Returns to Duty
- 6--Population at Risk or Loss Report
- 7--Medical Supply (Class 8A) Requirements
- 8--Preventative Medicine
- 9--Command, Control, and Communications
- 10--Host Nation Support

OFFICIAL:

s/  
t/  
Colonel, USAF  
Position

Q-5

CLASSIFICATION

Figure A2.140. Continued.

## CLASSIFICATION

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APO AE 09094-5001  
1 April 1993

APPENDIX 1 TO ANNEX Q TO CINCUSAFE OPLAN 4123-93 (U)  
JOINT MEDICAL REGULATING SYSTEM (U)

- ( ) REFERENCES:
- a. Joint Pub 4-01, 1 August 1986, *Joint Logistic Policy and Guidance*.
  - b. List all other references pertinent to this appendix. Include applicable directive, regulations, alliance and/or bilateral agreements, and plans.
1. ( ) SITUATION. Describe the general situation as it affects the joint medical regulating system.
  2. ( ) MISSION. State the mission of the joint medical regulating system in support of the mission statement in both the basic plan and Annex Q.
  3. ( ) EXECUTION
    - a. ( ) Concept of Operations. Describe how the movement of sick and wounded personnel will be regulated, in accordance with the references listed above, both within and from the unified command area of responsibility. Address theater medical regulating policy and procedures for NEO medical evacuees, repatriated prisoners of war, and enemy prisoners of war.
    - b. ( ) Tasks. Assign tasks to medical regulating elements of component commands, component command surgeons, and reporting agencies; include tasking for administrative support functions. State scope and responsibilities of JMROs and their subordinate elements (e.g., regional, area, subarea JMROs).
    - c. ( ) Coordinating Instructions. Identify other organizations (ASMRO, ground and air transporters, other JMROs, etc.) with whom coordination must occur to achieve effective patient regulating. Describe, in general terms, how that coordination is to be accomplished.
    - d. ( ) Locations. List where the Joint Medical Regulating Offices (JMROs), regional, area and subarea JMROs will be located and at what stage of alert they will be activated, or reference an unclassified source for this information.

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DECLASSIFY ON:

Q-1-1

## CLASSIFICATION

**Figure A2.141. Format for Joint Medical Regulating System Appendix.**

CLASSIFICATION

- e. ( ) Staffing. In general terms, describe how regulating offices will be staffed.
  - f. ( ) Regulating Categories. Provide command-unique information, if any, concerning contingency medical regulating categories to be used when regulating the movement of patients within the theater.
  - g. ( ) Theater Bed Availability. Provide command-unique guidance, if any, regarding bed availability reporting to be used within the theater of operations.
  - h. ( ) Regulating Requests. Provide command-unique information, if any, regarding requests for bed designations in CONUS, the North American continent, and in other unified command areas of operation.
4. ( ) ADMINISTRATION AND LOGISTICS
- a. ( ) Logistics. Identify logistic support requirements.
  - b. ( ) Administration. Identify reporting and administrative support requirements.
- (1) ( ) Policy. State direct communication policy within the theater, to other theaters, to CONUS, and to allies.
  - (2) ( ) Address Information Groups. Identify the Address Information Groups (AIG) used by the medical regulating system.
  - (3) ( ) Message Format. Specify US Message Text Formats (formerly known as JINTACCS) to be used for medical regulating reports within the theater of operation. Refer to Joint Pub 6-04.1 (formerly JCS Pub 25, Volume VII) and Appendix 9 of this annex.
  - (4) ( ) Classification. Specify level of classification of messages in accordance with policies of the theater commander.
5. ( ) COMMAND AND SIGNAL
- a. ( ) Command Relationships. Describe command line from unified command surgeons, through the JMRO to lowest level regulating agency within the theater. Show interfaces with regulating agencies in other theaters, CONUS, and allies. Also show interfaces with appropriate elements of the patient evacuation system.

Q-1-2

CLASSIFICATION

Figure A2.141. Continued.

**CLASSIFICATION**

b. ( ) C3 Systems. List C3 system support requirements for regulating within the theater, to other theaters, to CONUS and to North America. Refer to appropriate sections of Annex K.

Q-1-3

**CLASSIFICATION****Figure A2.141. Continued.**

CLASSIFICATION

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1 April 1993

APPENDIX 2 TO ANNEX Q TO CINCUSAFE OPLAN 4123-93 (U)  
JOINT BLOOD PROGRAM (U)

- ( ) REFERENCES: List all pertinent references, including DoD instructions and plans, JCS publications, and Service and command regulations and instructions.
1. ( ) SITUATION. Describe the general situation as it affects the joint blood program.
2. ( ) MISSION. State the mission of the joint blood program in support of the mission statement in both the basic plan and Annex Q.
3. ( ) EXECUTION
- a. ( ) Concept of Operations. State the organizational scope, function of operations (as appropriate), and basic policies.
- b. ( ) Tasks. Assign tasks by component, including administrative and logistic support, manning requirements, collection processing, delivery, redistribution, and receipt of blood product. State scope and responsibilities of MBPO. Develop and submit blood requirements in accordance with DoD instructions and the attached formats.
- c. ( ) Coordinating Instructions. Specify direct communication and liaison policy. State the preferred method of blood transportation. Ensure that movement requirements, with origin and destination, are identified and included in the TPFDD.
4. ( ) ADMINISTRATION AND LOGISTICS
- a. ( ) Logistics. Identify logistic support requirements.
- b. ( ) Administration. Identify reporting and administrative support requirements.

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Q-2-1

CLASSIFICATION

**Figure A2.142. Format for Military Blood Program Appendix.**

## CLASSIFICATION

5. ( ) COMMAND AND SIGNAL

a. ( ) Command Relationships. State the command line through the JBPO to the lowest level blood organization in theater.

b. ( ) C3 Systems. Specify C3 systems requirements and any specific guidance contrary to those in Annex Q, and refer to appropriate sections of Annex K.

Q-2-2

CLASSIFICATION

**Figure A2.142. Continued.**

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1 April 1993

APPENDIX 3 TO ANNEX Q TO CINCUSAFE OPLAN 4123-93 (U)  
HOSPITALIZATION (U)

( ) REFERENCES: List any references pertinent to this appendix.

1. ( ) PURPOSE. Describe the concept of employment of hospitals in support of operations given in the basic plan and document requirements and capabilities for hospital beds in theater.
2. ( ) CONCEPT OF OPERATIONS. Define those geographic areas that comprise OPZONE 1 and OPZONE 2. Describe how hospital assets will be integrated during execution to ensure their most effective utilization. Outline how US hospitals will be integrated with allies' resources.
3. ( ) REQUIREMENTS. State the evacuation policy or policies used to establish requirements. If a range of requirements is presented, e.g., minimum acceptable risk to optimal (CINC's desired) level of support, state the evacuation policies used to define the lower and upper limits.

a. ( ) Time-Phased Requirements. Based upon MPM calculations, provide a table of peak bed requirements by time increment for each OPZONES and total theater. If a theater has multiple, dispersed OPZONE locations, regional bed requirements should be displayed. Joint commands or task forces may present joint (aggregate) requirements. Component commands present only Service specific requirements.

<u>Period</u>	<u>Combat Zone</u>	<u>Communications Zone</u>	<u>Total</u>
C-Day			
C+1-C+10			
C+81-C+90			

b. ( ) Peak Requirements. Joint commands or task forces provide a table noting time of peak requirements by component. Component commands present only Service specific requirements.

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Q-3-1

CLASSIFICATION

Figure A2.143. Format for Hospitalization Appendix.

CLASSIFICATION

<u>COMPONENT</u>	<u>COMBAT ZONE</u>	<u>PEAK PERIOD</u>	<u>COMMUNICATIONS ZONE</u>
USAF	C+XX-XX		C+XX-XX

4. ( ) CAPABILITIES. State the theater supportable evacuation policy given current US hospital assets. If direct patient care from WHNS can be quantified, state the theater supportable evacuation policy given US plus host-nation assets. Provide tables of time-phased bed capabilities for each component (and WHNS if applicable) for each OPZONE. If a theater has multiple, dispersed OPZONE locations, regional bed capabilities displays should be provided.

COMBAT ZONE

<u>Period</u>	<u>Army</u>	<u>Navy</u>	<u>USAF</u>	<u>WHNS</u>	<u>Total</u>
C-Day					
C+1-C+10					
C+81-C+90					

5. ( ) ASSESSMENT. Describe the sufficiency and/or insufficiency of hospital support quantitatively, temporarily, and geographically. If WHNS can be quantified, assess with and without WHNS assets. Support with graphics as tabs to this appendix. Include tables that document joint time-phased bed surpluses or (shortages).

6. ( ) COORDINATING INSTRUCTIONS. Identify other organizations (Services, host-nations, transportation agencies, etc.) with whom coordination must occur to achieve effective hospital support. Describe, in general terms, how that coordination is to be accomplished.

- Tabs:
- A--Hospital Bed Requirements
  - B--Hospital Bed Assessment

CLASSIFICATION

Figure A2.143. Continued.



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1 April 1993

TAB A TO APPENDIX 3 TO ANNEX Q TO CINCUSAFE OPLAN 4123-93 (U)  
HOSPITAL BED REQUIREMENTS (U)

(Peak Demand During Interval)

Time Period	COMBAT ZONE	COMMUNICATIONS ZONE	CONUS (Military)
	Maximum <sup>1</sup> Surgical Medical Bed Req	Maximum <sup>1</sup> Surgical Medical Bed Req	Maximum <sup>1</sup> Surgical Medical Bed Req
C-day	(Combat zone figures	(Communications zone	(CONUS military figures
C+1-C+10	include a ____ percent	figures include a	include a ____ percent
C+11-C+20	planner-defined bed	percent planner-defined	planner-defined bed
C+21-C+30	dispersion allowance.	bed dispersion allowance.	dispersion allowance.
C+31-C+40	Derived DF= ____ <sup>2</sup> )	Derived DF = ____ <sup>2</sup> )	Derived DF = ____ <sup>2</sup> )
C+41-C+50			
C+51-C+60			
C+61-C+70			
C+71-C+80			
C+81-C+90			
C+91-C+120			

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Q-3-A-1

## CLASSIFICATION

Figure A2.144. Format for Hospital Bed Requirements Report Tab.

## CLASSIFICATION

C+121-C+150

C+151-C+179

- 
1. Beds required is the peak combined requirement for surgical and medical beds during the time
  2. DF is derived using the formula:  $DF = 100 \text{ percent} / (100 \text{ percent} - \text{Dispersion Allowance})$ .

Q-3-A-2

## CLASSIFICATION

Figure A2.144. Continued.

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TAB B TO APPENDIX 3 TO ANNEX Q TO CINCUSAFE OPLAN 4123-93 (U)  
HOSPITAL BED ASSESSMENT (U)

**NOTE:** Use any graphic depiction suitable to portray forecast bed requirements over time versus the capability of US and WHNS to meet the requirements.

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Q-3-B-1

**CLASSIFICATION**

**Figure A2.145. Format for Hospital Bed Assessment Tab.**

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1 April 1993

APPENDIX 4 TO ANNEX Q TO CINCUSAFE OPLAN 4123-93 (U)  
PATIENT EVACUATION (U)

- ( ) REFERENCES:
- a. AFR 164-5, *Worldwide Aeromedical Evacuation*.
  - b. Joint Pub 4-01, 1 August 1986, *Joint Logistic Policy and Guidance*.
  - c. All other references pertinent to this appendix, including applicable directives, regulations, alliance and/or bilateral agreements, and plans.
1. ( ) SITUATION. Describe the situation which might direct the support of medical evacuation of noncombatants (MEDNEO) and combatant patients within and from the theater of operations.
2. ( ) MISSION. State the mission in relation to Annex Q.
3. ( ) EXECUTION
- a. ( ) Concept of Operations (MEDNEO). Outline in general terms the patient flow and routing scheme within and from the theater for MEDNEO. Also, describe how patients will be evacuated, in accordance with the references listed above. Provide a listing of MEDNEO evacuation requirements in Tab A to this appendix. Use 3 percent planning factor of anticipated US government-sponsored NEO population documented in the command F77 report.
  - b. ( ) Combatant Medical Evacuation. Outline in general terms the patient flow and routing scheme within and from the theater for combatants. Also, describe how patients will be evacuated, in accordance with references listed above. Provide the Evacuees Report from the JOPES Medical Planning Module at Tab B, using the theater supportable evacuation policy.
  - c. ( ) Tasks. Assign tasks to appropriate supporting, subordinate and component commands to include CINCFOR, AMC, MSC, and MTMC. Address responsibility to accomplish intra-OPZONE 1 evacuation. Define who will provide transportation from originating medical facilities to ASFs and POEs, and who will provide transportation from

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Q-4-1

## CLASSIFICATION

**Figure A2.146. Format for Patient Evacuation Appendix.**

CLASSIFICATION

PODs to destination medical treatment facilities. Define who will provide logistical support (medical resupply, base support, feeding, and sanitation services) for staff and patients in ASFs. Assign components responsibility to provide or arrange base support and resupply for AE system deploying assets when collocated with their respective units. Delineate who will provide fixed-wing AE system assets (e.g., crews, control center equipment, personnel, and liaison teams). Assign responsibility to use component or supporting command assets to support medical evacuation.

d. ( ) Organic Evacuation Assets. Describe how component commanders organic evacuation assets will be employed; also outline interface with the overall theater tactical patient evacuation system.

e. ( ) Preplanned and Dedicated Systems. Identify any command-unique preplanned and dedicated systems to perform patient evacuation.

f. ( ) Aeromedical Evacuation (AE). State that air is the preferred mode of patient evacuation. List types of aircraft to be used for AE within and from the theater of operations for the plan scenario.

g. ( ) Assessment. Compare lift requirements for evacuees to retrograde lift capabilities in each OPZONE to assess the ability to accomplish the patient evacuation mission. Constrain lift capability by any medical evacuation crew shortfalls. A series of supporting graphics at Tab D are recommended but not required. Planners may notify the sample graph to best express the theater assessment.

4. ( ) ADMINISTRATION AND LOGISTICS. Identify administrative reports and logistics support requirements. Specify use of US Message Text Formats in accordance with Joint Pub 6-04.1 for medical evacuation reports within the theater of operation.

5. ( ) COMMAND AND SIGNAL

a. ( ) Command Relationships. Outline chain of command for all theater AE system assets by region (if applicable). Also describe the command line for other evacuation assets (i.e., ships, trains, buses, rotary-wing aircraft). Show interfaces with the JMRO, regulating agencies in other theater, CONUS, and North America (include diagram).

b. ( ) C3 Systems. List C3 system support requirements for patient evacuation within the theater, to other theaters, to CONUS, and to North America. Refer to appropriate sections of Annex K.

Q-4-2

CLASSIFICATION

Figure A2.146. Continued.

**CLASSIFICATION**

c. ( ) Communication Policy. State direct communication policy within the theater, to other theater, to CONUS, and to North America.

d. ( ) Communication Resources Available. Identify communication resources or systems available to support patient evacuation.

e. ( ) Aeromedical Evacuation Liaison Teams (AELTs). Define command policy for placement of AELTs with components medical units.

Tabs:

A--Medical NEO Evacuees (Total Demand During Period)

B--Evacuees (Peak and Total Demand During Period)

C--Medical Evacuation Resources

D--Evacuation Assessment (Optional)

Q-4-3

**CLASSIFICATION**

**Figure A2.146. Continued.**

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TAB A TO APPENDIX 4 TO ANNEX Q TO CINCUSAFE OPLAN 4123-93 (U)  
MEDICAL NEO EVACUEES (U)

(Total Demand During Period)

<u>TIME PERIOD</u>	<u>OPZONE 1 TO OPZONE 2</u>	<u>OPZONE 1 TO CONUS (SKIP)</u>	<u>OPZONE 2 TO CONUS*</u>
--------------------	-----------------------------	---------------------------------	---------------------------

**NOTE:** Medical planners may modify column headers to meet theater needs. Flow to CONUS is required.

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Q-4-A-1

CLASSIFICATION

Figure A2.147. Format for Medical NEO Evacuees (Total Demand During Period) Tab.

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TAB B TO APPENDIX 4 TO ANNEX Q TO CINCUSAFE OPLAN 4123-93 (U)  
EVACUEES (U)

(Peak and Total Demand During Interval)			
Time Period	COMBAT ZONE TO COMMUNICATIONS ZONE	COMBAT ZONE TO CONUS (Skip Communications Zone)	COMMUNICATIONS ZONE TO CONUS
	Peak <sup>1</sup> WIA Disease NBI	Peak <sup>1</sup> WIA <sup>2</sup> Disease <sup>2</sup> NBI <sup>2</sup>	Peak WIA Disease NBI
C-day	Total Evacuees = <sup>3</sup>	Total Evacuees =	Total Evacuees =
C+1-C+10	Total Evacuees =	Total Evacuees =	Total Evacuees =
C+11-C+20	Total Evacuees =	Total Evacuees =	Total Evacuees =

1 The "Peak" column lists the largest number of evacuees for any one day during the time period being considered. It includes WIA, Disease, and NBI evacuees.

2 The "WIA," "Disease," and "NBI" columns list numbers of evacuees in each of these patient classes for the entire time period.

3 The total evacuee figure is the total WIA, Disease, and NBI evacuation requirement for the entire time period.

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Q-4-B-1

## CLASSIFICATION

**Figure A2.148. Format for Evacuees (Peak and Total Demand During Period) Tab.**



CLASSIFICATION

C+21-C+30	Total Evacuees =	Total Evacuees =	Total Evacuees =
C+31-C+40	Total Evacuees =	Total Evacuees =	Total Evacuees =
C+41-C+50	Total Evacuees =	Total Evacuees =	Total Evacuees =
C+51-C+60	Total Evacuees =	Total Evacuees =	Total Evacuees =
C+61-C+70	Total Evacuees =	Total Evacuees =	Total Evacuees =
C+71-C+80	Total Evacuees =	Total Evacuees =	Total Evacuees =
C+81-C+90	Total Evacuees =	Total Evacuees =	Total Evacuees =
C+91-C+120	Total Evacuees =	Total Evacuees =	Total Evacuees =
C+121-C+150	Total Evacuees =	Total Evacuees =	Total Evacuees =
C+151-C+179	Total Evacuees =	Total Evacuees =	Total Evacuees =

Q-4-B-2

CLASSIFICATION

Figure A2.148. Continued.

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TAB C TO APPENDIX 4 TO ANNEX Q TO CINCUSAFE OPLAN 4123-93 (U)  
MEDICAL EVACUATION RESOURCES (U)

1. ( ) MEDICAL EVACUATION POINTS. List evacuation points and resources in the following formats:

- a. ( ) Air--Tactical (Intratheater)

<u>AIRFIELD</u>	<u>GEOLOC CODE</u>	<u>COUNTRY</u>
Anyfield	ABCD	Anyland*
Sampleville	WXYZ	Sampleland*

**NOTE:** Indicates USAF Mobile Aeromedical Staging Facility (MASF) planned location.

- b. ( ) Air--Strategic (Intertheater)

<u>AIRFIELD</u>	<u>GEOLOC CODE</u>	<u>COUNTRY</u>
Anyberg	EFGH	Anyland*
Sampletown	RSTU	Sampleland*

**NOTE:** Indicates USAF Aeromedical Staging Facility (ASF) planned at location.

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Q-4-C-1

## CLASSIFICATION

**Figure A2.149. Format for Medical Evacuation Resources Tab.**

**CLASSIFICATION**

- c. ( )
- Sea--Tactical (Intratheater) (If applicable)

<u>PORT</u>	<u>GEOLOC CODE</u>	<u>COUNTRY CODE</u>	<u>HOLDING OPR*</u>
Anyport	IJKL	AP NAVCOM	
Sampleport	NOPQ	SP	ARCOM

**NOTE:** Denotes the component command responsible for patient holding facilities to support the SPOD.

- d. ( )
- Sea--Strategic (Intratheater) (If applicable)

<u>PORT</u>	<u>GEOLOC CODE</u>	<u>COUNTRY CODE</u>	<u>HOLDING OPR*</u>
Aceport	MNOP	AP	NAVCOM
Anotherport	QRST	SP	ARCOM

**NOTE:** Denotes the component command responsible for patient holding facilities to support the SPOD.

2. ( ) CONVEYANCES

- a. ( )
- Fixed-wing Aircraft
- . Provide information in the following format:

<u>AIRCRAFT</u>	<u>ROLE</u>	<u>AVAILABILITY*</u>
C-9A	Tactical	xx
C-141	Strategic	xx

**NOTE:** Availability expressed as missions per day available in theater.

- b. ( ) Ambulance Trains. Provide concept of operations, routes, and lift capacity (if applicable).
- c. ( ) Ambulance Buses. Provide concept of operations, areas served, and lift capacity (if applicable).

Q-4-C-2

**CLASSIFICATION**

**Figure A2.149. Continued.**

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APPENDIX 5 TO ANNEX Q TO CINCUSAFE OPLAN 4123-93 (U)  
RETURNS TO DUTY (U)

( ) REFERENCES: List any references pertinent to this appendix.

1. ( ) SITUATION. Describe the situation which affects the projected number of in-theater medical returns to duty that could be expected to be generated by the theater support structure.
2. ( ) MISSION. State the mission in relation to Annex Q.
3. ( ) EXECUTION
  - a. ( ) Concept of Operations. Quantify, in combat unit equivalents (i.e., divisions, wings, battle groups) the number of medical returns to duty that can be expected based upon the theater evacuation policy; refer to the MPM report at Tab A. Compare returns to duty for the supportable policy to those possible under the theater objective evacuation policy (presented at Tab B) and assess the impact to CONUS base and mission support (transportation and personnel sustainment).
  - b. ( ) Tasks. Assign tasks that address policy and procedures for informing personnel centers of medical returns to duty.
  - c. ( ) Coordinating Instructions. Specify policies for liaison with personnel replacement centers to include transportation request channels.
4. ( ) ADMINISTRATION AND LOGISTICS. Describe any anticipated requirements for logistics or administrative support.
5. ( ) COMMAND AND SIGNAL. Describe any special command relationships or C3 system support requirements.

Tabs:

- A--Returns to Duty (Supportable Theater Evacuation Policy)
- B--Returns to Duty (Objective Theater Evacuation Policy)

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Q-5-1

## CLASSIFICATION

**Figure A2.150. Format for Returns to Duty Appendix.**

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1 April 1993

TAB A TO APPENDIX 5 TO ANNEX Q TO CINCUSAFE OPLAN 4123-93 (U)  
RETURNS TO DUTY (SUPPORTABLE THEATER EVACUATION POLICY) (U)

Time Period	COMBAT ZONE		COMMUNICATIONS ZONE		CONUS	
	Total	Cumulative <sup>1</sup>	Total	Cumulative <sup>1</sup>	Total	Cumulative <sup>1</sup>
C-day						
C+1-C+10						
C+11-C+21						
C+21-C+30						
C+31-C+40						
C+41-C+50						
C+51-C+60						
C+61-C+70						
C+71-C+80						
C+81-C+90						
C+91-C+120						
C+121-C+150						
<u>C+151-C+179</u>						

1 The cumulative returns to duty for each echelon are the cumulative returns from C-day to last day of the time period listed.

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Q-5-A-1

CLASSIFICATION

Figure A2.151. Format for Returns to Duty (Supportable Theater Evacuation Policy) Appendix.

## CLASSIFICATION

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1 April 1993

TAB B TO APPENDIX 5 TO ANNEX Q TO CINCUSAFE OPLAN 4123-93 (U)  
RETURNS TO DUTY (OBJECTIVE THEATER EVACUATION POLICY) (U)

Time Period	COMBAT ZONE		COMMUNICATIONS ZONE		CONUS	
	Total	Cumulative <sup>1</sup>	Total	Cumulative <sup>1</sup>	Total	Cumulative <sup>1</sup>
C-day						
C+1-C+10						
C+11-C+21						
C+21-C+30						
C+31-C+40						
C+41-C+50						
C+51-C+60						
C+61-C+70						
C+71-C+80						
C+81-C+90						
C+91-C+120						
C+121-C+150						
<u>C+151-C+179</u>						

1 The cumulative returns to duty for each echelon are the cumulative returns from C-day to last day of the time period listed.

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DECLASSIFY ON:

Q-5-B-1

## CLASSIFICATION

**Figure A2.152. Format for Returns to Duty (Objective Theater Evacuation Policy) Appendix.**

CLASSIFICATION

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1 April 1993

APPENDIX 6 TO ANNEX Q TO CINCUSAFE OPLAN 4123-93 (U)  
POPULATION AT RISK OR LOSS REPORT (U)

Time Period	POPULATION AT RISK <sup>1</sup>				LOSSES <sup>2</sup>			
	COMBAT ZONE		COMMUNICATIONS ZONE		COMBAT ZONE		COMMUNICATIONS ZONE	
	Combat	Support	Combat	Support	Combat	Support	Combat	Support
C-day								
C+1-C+10								
C+11-C+21								
C+21-C+30								
C+31-C+40								
C+41-C+50								
C+51-C+60								
C+61-C+70								
C+71-C+80								

1 The population at risk is the TPFDD strength as of the last day of the time period with \_\_\_\_\_ percent of the accumulated losses subtracted. The last line figures reported reflect the population at risk as of a planner-defined C+\_\_\_(OPLAN end-day).

2 The "Losses" column is the number of total KIA, plus died of wounds (hospital deaths), plus theater evacuees per time period.

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DECLASSIFY ON:

Q-6-1

CLASSIFICATION

Figure A2.153. Format for Population at Risk and Loss Report Appendix.

## CLASSIFICATION

Time Period	POPULATION AT RISK <sup>1</sup>				LOSSES <sup>2</sup>			
	COMBAT ZONE		COMMUNICATIONS ZONE		COMBAT ZONE		COMMUNICATIONS ZONE	
	Combat	Support	Combat	Support	Combat	Support	Combat	Support
C+81-C+90								
C+91-C+120								
C+121-C+150								
C+151-C+179								

Q-6-2

## CLASSIFICATION

Figure A2.153. Continued.



## CLASSIFICATION

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APPENDIX 7 TO ANNEX Q TO CINCUSAFE OPLAN 4123-93 (U)  
MEDICAL LOGISTICS (CLASS 8A) SYSTEM (U)

- ( ) REFERENCES:
- a. Joint Pub 4-0, *Doctrine for Logistic Support of Joint Operations*.
  - b. Joint Pub 4-01, 1 Aug 1986, *Joint Logistics Policy and Guidance*.
  - c. All other references pertinent to this appendix, including directives, studies, regulations, etc.
1. ( ) SITUATION
- a. ( ) Enemy. Refer to Annex A.
  - b. ( ) Friendly. Identify available medical logistics units.
  - c. ( ) Assumptions. List any critical assumptions or command-unique definitions.
  - d. ( ) Resource Availability. Document time-phased resupply requirements.
  - e. ( ) Planning Factors. List applicable planning factors, and assess sustainability for Class 8A support.
2. ( ) MISSION. State the mission of medical logistics (Class 8A) as it supports the mission statement in Annex Q and the basic plan.
3. ( ) EXECUTION
- a. ( ) Concept of Operations. Describe in general terms how the medical logistics support is organized and provided throughout the theater; address medical supply and resupply, biomedical equipment maintenance, and optical fabrication. Outline the surgeon's role in the medical logistics support system. Delineate how allocation or cross-leveling of medical material is accomplished. If a single integrated medical logistics manager concept is operative, describe how it will support the operation. In addition, if the command has agreements to purchase medical materiel locally, describe the types of items that could be acquired and assess the reliability of the agreement.

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Q-7-1

## CLASSIFICATION

**Figure A2.154. Format for Medical Supply (Class 8A) System Appendix.**

**CLASSIFICATION**

b. ( ) Tasks. Components' tasks should include providing for and effectively employing medical materiel support units to meet their own or joint missions, submitting resupply requests in a timely manner in accordance with established procedures, and keeping the surgeon apprised of any significant materiel shortfalls. Supporting commands should be tasked for necessary resupply or transportation support.

c. ( ) Coordinating Instructions. State that the surgeon should maintain close ongoing contact with those activities having command over medical materiel support units to obtain up-to-date information on the status of Class 8A sustainability. Also, describe the need to keep combat commanders informed of medical sustainability posture and what measures should and are being instituted to alleviate them. Liaison with airlifters and ground transportation agencies may also be required to arrange a higher priority for distribution of medical materiel. Ongoing coordination with theater logisticians to ensure adequate priority for medical requisitions is essential.

c. ( ) Facilities. State in general terms what medical logistics facilities are in-place. Outline generally what medical logistics units are introduced early in the deployment process to augment existing resources. Also describe how the overall medical logistics capabilities will be phased into and positioned throughout the theater. Refer to Tab A for locations of units.

d. ( ) Policy. Outline the command policies for provision of medical materiel support, minimum essential accompanying supplies for deploying troops and priorities for use of in-theater medical materiel stocks. Discuss how requests for CONUS resupply will be submitted. Refer to Annex D for policies on handling and use of captured enemy medical materiel, theater stockage objectives, and abandonment of materiel; if the medical policy differs, so state--along with the supporting rationale.

4. ( ) ADMINISTRATION AND LOGISTICS

a. ( ) Medical Materiel Sustainability Assessment. Describe briefly, as a best estimate, the number of days that the combat command can be supported with existing theater stocks. Address what effect CONUS resupply will have on medical sustainability. Identify any critical medical items that are in extremely short supply. Refer to Tab B for a more detailed assessment of CONUS resupply availability.

Q-7-2

**CLASSIFICATION**

**Figure A2.154. Continued.**

**CLASSIFICATION**

- b. ( ) Administration. Identify any reporting and administrative support requirements.
- 5. ( ) COMMAND AND SIGNAL
  - a. ( ) Command Relationships. Outline the chain of command for all theater medical logistics support units; regional breakouts may be required.
  - b. ( ) C3 Systems. Specify by what mode (voice, teletype, MILSTRIP) and in what priority requisitions will be submitted. Delineate command guidance on level of classification.

Q-7-3

**CLASSIFICATION**

**Figure A2.154. Continued.**

## CLASSIFICATION

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APPENDIX 8 TO ANNEX Q TO CINCUSAFE OPLAN 4123-93 (U)  
PREVENTIVE MEDICINE (U)

- ( ) REFERENCES:
- a. DST-1810H-001-82, *Handbook of Diseases of Military Importance*.
  - b. FM 8-33/NAVMEDP-5038, *Control of Communicable Diseases in Man*.
  - c. Technical Information memorandum No. 24, *Contingency Pest Management Pocket Guide*.
  - d. AR 40-562/BUMEDINST 6230.1H/AFR 161-13, *Immunization Requirements and Procedures*.
  - e. All other references pertinent to this appendix, including directives, studies, regulations, etc.
1. ( ) SITUATION
- a. ( ) Preventive Medicine Threat. Describe briefly the major infectious disease, sanitation, and vector borne disease threats that have the potential to hamper combat effectiveness. Refer to Tab A Matrix for a complete listing of disease threats by geographic area and country.
  - b. ( ) Assumptions. List applicable assumptions.
  - c. ( ) Resource Availability. Outline generally what types of preventive medicine resources will be introduced early in the development process to institute basic measures.
  - d. ( ) Planning Factors. List applicable planning factors and describe how the overall preventive medicine capabilities will be phased into and positioned throughout the theater.
2. ( ) MISSION. State the mission of preventive medicine as it relates to the mission statement in Annex Q and the basic plan.

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DECLASSIFY ON:

Q-8-1

CLASSIFICATION

**Figure A2.155. Format for Preventive Medicine Appendix.**

## CLASSIFICATION

3. ( ) EXECUTION

- a. ( ) Concept of Operations. Describe in general terms how the medical support system will address the infectious disease, vector borne disease, and sanitation threats prevalent throughout the area of operations.
- b. ( ) Tasks. Task components to institute effective preventive medicine measures, collect and disseminate medical intelligence, provide for and effectively employ preventive medicine resources to meet their own or joint missions, and ensure that combat commanders are kept apprised of the impact disease and sanitation threats may have on operations. If appropriate, Army and/or Air Force components should be tasked to provide helicopter-mounted or fixed-wing aerial spraying capability respectively.
- c. ( ) Coordinating Instructions. State that the surgeon should maintain close ongoing contact with preventive medicine staffs, other surgeons, and hospital commanders to obtain up-to-date information on the status of the threat. Also, describe the need to keep combat commanders informed of disease and sanitation problems and what measures should be instituted to alleviate them. Liaison with airlifters and helicopter command elements may also be required to arrange for aerial spraying.
- d. ( ) Priorities. Identify the main preventive medicine priorities that will be targeted (i.e., personal hygiene, food and water discipline, heat and cold injuries, indigenous diseases, or disease vectors).
- e. ( ) Measures. Define the specific immunoprophylactic measures that will be taken by all members deploying to the area of operations.
- f. ( ) Medical Intelligence. Describe the sources of medical intelligence used to develop this appendix and outline how medical intelligence will be gathered, processed, and disseminated to deployed or deploying units.
- g. ( ) Policy. Detail briefly the command's policies that impact or address preventive medicine support.

Tab:

A--Disease Threat By Geographic Area and Country

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CLASSIFICATION

Figure A2.155. Continued.

## CLASSIFICATION

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TAB A TO APPENDIX 8 TO ANNEX Q TO CINCUSAFE OPLAN 4123-93 (U)  
DISEASE THREAT BY GEOGRAPHIC AREA AND COUNTRY (U)

<u>DISEASE</u>	<u>GERMANY</u>	<u>PHILIPPINES</u>	<u>PANAMA</u>	<u>OMAN</u>
Anthrax	X	X	X	X
Yellow Fever			X	

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CLASSIFICATION

Figure A2.156. Format for Disease Threat by Geographic Area and Country Tab.

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APPENDIX 9 TO ANNEX Q TO CINCUSAFE OPLAN 4123-93 (U)  
COMMAND, CONTROL, AND COMMUNICATIONS (U)

( ) REFERENCES: List all references pertinent to this tab.

1. ( ) PURPOSE. State the purpose of this tab. Address medical command and control relations in both narrative and graphic form. Address and integrate C<sup>3</sup> systems requirements into the theater command, control, and communications systems annex.

2. ( ) LIMITATIONS AND DEFINITIONS. Identify significant limitations and command-unique definitions.

3. ( ) CONCEPT OF OPERATIONS

a. Command and Control

(1) ( ) State the command and control relationships of the surgeon and his advisory responsibility to the CINC or commander in both peace and war with clear lines of authority described. Refer to Appendixes 1, 2, and 4, this Annex, for detailed C<sup>2</sup> information for medical regulating, blood, and patient evacuation respectively.

(2) ( ) In supporting plans only (to include JTFs), describe the lines of authority and command relationships for all medical resources, to include hospitals, supply units, and patient evacuation. Support with diagram(s) at Tab A.

(3) ( ) If applicable, document when (DEFCON, alert stage, etc.) theater medical assets transfer OPCON to respective component commanders.

(4) ( ) Refer to applicable portions of the C<sup>2</sup> diagram in Annex J.

(5) ( ) If applicable, describe C<sup>2</sup> relationships with allies during combined operations.

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Q-9-1

## CLASSIFICATION

**Figure A2.157. Format for Command, Control, and Communications Appendix.**

**CLASSIFICATION**b. Communications

(1) ( ) Address, in general terms, how medical information is transmitted throughout the command. Support with display in Tab B.

(2) ( ) If applicable, describe any dedicated medical communications networks and how they integrate and interface with theater communications systems. Support with diagram at Tab B.

(3) ( ) Refer to Annex K for information regarding medical communications systems frequencies, policies, etc.

(4) ( ) If applicable, outline communications requirements and established channels during combined operations. Support the diagrams at Tab B.

(5) ( ) Describe communication channels to coordinate WHNS and support with diagrams at Tab B.

4. ( ) COORDINATING INSTRUCTIONS. Fully detail C<sup>3</sup> support policies. State that the medical US Message Text Formats will be employed to support medical C<sup>3</sup> and establish (in matrix format) priorities for modes (KL-43, AUTODIN, HF radio, STU-III datalink, STU-III voice, WIN terminal, etc.) of transmission. Delineate policy for establishing communication channels with allies medical forces in combined operations. Refer to Appendix 10, this annex, for liaison channels for WHNS.

Tabs:

A--Medical Command and Control Diagram

B--Medical Communications Diagram

Q-9-2

**CLASSIFICATION**

**Figure A2.157. Continued.**



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TAB A TO APPENDIX 9 TO ANNEX Q TO CINCUSAFE OPLAN 4123-93 (U)  
MEDICAL COMMAND AND CONTROL DIAGRAM (U)

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**CLASSIFICATION**

**Figure A2.158. Format for Medical Command and Control Diagram Tab.**

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TAB B TO APPENDIX 9 TO ANNEX Q TO CINCUSAFE OPLAN 4123-93 (U)  
MEDICAL COMMUNICATIONS DIAGRAM (U)

COMMUNICATION MODE

MESSAGE <u>TEXT FORMAT</u>	<u>DATA LINK</u>	SECURE <u>KL-43</u>	<u>AUTODIN</u>	<u>RADIO</u>	<u>STU-III</u>	<u>KY-3</u>
MEDRED-C	1	6	2	4	3	5*
MEDREGREP	1	2	6	4	3	5*
AIREVACREQ**	1	4	6	2	3	5
AIREVACRESP	1	4	6	2	3	5
AIREVACCONFIRM	1	4	6	2	3	5
BLDREP	1	2	6	5	3	4
BLDSHIPREP	1	2	6	5	3	4
MEDSTAT	1	6	2	5	3	4

## NOTES:

\* Numbers indicate preference of communications mode; 1 is most preferred.

\*\* Not required if JMRO and AECC are collocated.

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Q-9-B-1

## CLASSIFICATION

**Figure A2.159. Format for Communications Diagram Tab.**

## CLASSIFICATION

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APPENDIX 10 TO ANNEX Q TO CINCUSAFE OPLAN 4123-93 (U)  
HOST NATION SUPPORT (U)

- ( ) REFERENCES: List all references pertinent to this appendix, to include host nation support (HNS) agreements.
1. ( ) SITUATION. Describe the general situation as it affects the integrating of medical wartime host nation support (WHNS) into the theater medical support structure and delineate existing medical HNS.
2. ( ) MISSION. State the mission of medical WHNS in relation to the mission statements in Annex Q and the basic plan.
3. ( ) EXECUTION
- a. ( ) Concept of Operations. Describe the types of direct and indirect medical WHNS available. Outline the role that medical WHNS fills in the overall medical support structure. Also, address how WHNS is allocated among components when requirements exceed capabilities. Define what US resources may be required to fully activate WHNS. State that communication channels to coordinate WHNS are documented in Appendix 9.
- b. ( ) Tasks. In subparagraphs list tasks at various echelons required to secure and sustain medical WHNS operations.
- c. ( ) Coordinating Instructions. Specify US organizations which must be involved in WHNS activation and management. Describe liaison team requirements and associated policies. Detail US and host-nation command and control authority within the context of WHNS.
4. ( ) ADMINISTRATION AND LOGISTICS. Describe any anticipated requirements for logistics or administrative support.
5. ( ) COMMAND AND SIGNAL. Describe any special command relationships or C3 system support requirements.

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Q-10-1

## CLASSIFICATION

**Figure A2.160. Format for Host Nation Support Appendix.**

## CLASSIFICATION

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ANNEX R TO CINCUSAFE OPLAN 4123 (U)  
CHAPLAIN ACTIVITIES (U)

- ( ) REFERENCES:
- a. List documents, such as Geneva Conventions, which affect chaplains as noncombatants.
  - b. Cite DoD directives, publications, regulations, etc. which affect chaplains and the chaplain function.
  - c. Include Air Staff guidance and other appropriate references necessary for a complete understanding of this appendix.
1. ( ) SITUATION
- a. ( ) Enemy. Refer to Annex B, Intelligence.
  - b. ( ) Friendly. List commands to which this appendix applies. Indicate any responsibilities of allied forces for chaplain support.
  - c. ( ) Assumptions. List assumptions not addressed in the basic plan that effect chaplain function operations.
  - d. ( ) Resource Availability. List resource availability.
  - e. ( ) Planning Factors
    - (1) ( ) State factors used by service component commands that impact chaplain ministry.
    - (2) ( ) Specify transportation needs.
    - (3) ( ) Include assumed planning factors that affect requirements.
    - (4) ( ) State mission requirements performed by chapel management personnel.

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## CLASSIFICATION

**Figure A2.161. Format for Chaplain Annex.**

**CLASSIFICATION**

- (5) ( ) Identify any factors that may adversely influence the accomplishment of ministry by chaplains.
- 2. ( ) MISSION. Briefly state the chaplain mission and the responsibility for and scope of religious ministry to US forces whether or not under operational control of US commanders.
- 3. ( ) EXECUTION
  - a. ( ) Concept of Operations. Describe the concept of transition from peacetime to wartime posture for the chaplain function. Include guidance on the ministries expected to be curtailed or expanded.
  - b. ( ) Tasks. Identify chaplain responsibilities of each service component as well as those of supporting commands and allies. Establish policies and procedures for chaplain function operations.
    - (1) ( ) Outline specific responsibilities of service component commands and allies in accomplishing ministry.
    - (2) ( ) Identify responsibilities for ministry to PWs and indigenous populations, if any.
    - (3) ( ) Identify support of noncombatant evacuation operations (NEO).
  - c. ( ) Coordination
    - (1) ( ) State coordination needed with service components.
    - (2) ( ) State coordination requirements with allied forces.
    - (3) ( ) State coordination needed with civilian clergy.
- 4. ( ) ADMINISTRATION AND LOGISTICS. Identify administrative support and logistics requirements and specify any reports required and channels for submission.
- 5. ( ) COMMAND AND SIGNAL. Refer to Annexes J and K.

R-2

**CLASSIFICATION****Figure A2.161. Continued.**

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ANNEX S TO CINCUSAFE OPLAN 4123-93 (U)

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**CLASSIFICATION**

**Figure A2.162. Format for Annex S.**

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ANNEX T TO CINCUSAFE OPLAN 4123-93 (U)  
 FORCE PROTECTION ( )

- ( ) REFERENCES: Cite references necessary for a complete understanding of this annex. List DoD issuances, command directives, service regulations, policy regulations, operational manuals, and locally published directives/regulations that amplify this annex. Examples: DoD Directive 5200.8, *Security of Military Installations and Resources*; DoD Directive 2000.12, *Protection of DoD Personnel and Resources Against Terrorist Acts*; DA Pam 525-14/AF Pam 206-4, *Joint Operational Concept for Air Base Ground Defense*.

1. ( ) SITUATION

a. ( ) Enemy. See Annex B, Intelligence. Define the enemy from a force protection perspective. Outline the threat throughout the spectrum of the plan--if the threat to the force is criminal at first (during increased tensions or during deployment), moving through low insurgent/terrorist and terminating during the campaign with open conflict--and define the threat for each.

b. ( ) Friendly. See Task Organization. Highlight the forces available to the commander to support his protection plan. this description will highlight police agencies (SP, OSI, etc.) both military and supporting non-military (include host nation agencies which will be available for assistance). In each appendix, highlight the special troops which may assist the commander deal with that aspect of force protection (for example, counterterrorist special operations forces--military or SWAT type civilian).

- c. ( ) Assumptions. State the assumptions that state the essential criteria for the development of this annex.
- d. ( ) Resource Availability. List resource availability.
- e. ( ) Planning Factors. List applicable planning factors.

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## CLASSIFICATION

**Figure A2.163. Format for Force Protection Annex.**

**CLASSIFICATION**

2. ( ) MISSION. State the force protection mission in terms of the operation. Since the mission may change as the intensity of the operation changes, more than one subparagraph may be required.
3. ( ) EXECUTION. Because the force protection activities will change with the commander's emphasis, the activities of the adversary (organized combat elements or high-grade criminals), and the predominant threat during the prosecution of an operation, separate appendices for each "phase" or "contingency" may enhance the understanding of the plan.
  - a. ( ) Concept of Operations. Provide the commander's visualization of the operation, in each phase, and describe what will be done to protect the force during each.
  - b. ( ) Tasks. In separate numbered subparagraphs for each subordinate force protection component of the force, assign tasks and responsibilities necessary to complete the mission. Describe what to do, not how to do it. Task assignment must include when and where to perform the task. This brief description will be followed by details in the appropriate appendix to this annex.
  - c. ( ) Coordinating Instructions. Instructions applicable to two or more units are covered in this subparagraph. Such activities as host nation law enforcement coordination and interplay with other support agencies (e.g., Public Affairs) are examples of information to cover here.
4. ( ) ADMINISTRATION AND LOGISTICS
  - a. Logistics. Describe the special equipment needed for the support of the force protection program. Identify the command points of contact for detailed information and special equipment funding either here or in the appendices.
  - b. ( ) Administration. Describe the measures peculiar to the administration and prosecution of the force protection plan. If there are documents or guidelines other than common use doctrinal and regulatory material, tell the subordinate units what they are, where to get them, and when they become effective. Refer to the appendices to implement the parts of the force protection program as much as possible; reserve this subparagraph for universal information.
  - c. ( ) Reports. Describe the command's requirements for reporting force protection activities and contingencies, e.g., THREATCON implementation measures, SIR's, etc. This subparagraph must focus on two way communication--tell the subordinate units how information will be given to them and in what frequency; and describe what reports are required and how often from them to the commander. Tell subordinate units how (means of transmission) the commander wants to get force protection data and how often updates are required. If it is more applicable to outline these peculiarities in each appendix, so state.

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**CLASSIFICATION****Figure A2.163. Continued.**



## CLASSIFICATION

5. ( ) COMMAND AND SIGNAL

a. ( ) Command Relationships. Describe any special relationships that may exist in the calling up of force protection assets and the times of jurisdiction exchange for resolution of conflict. If command authority does not follow lines of rank but rather lines of special control, these must be described before the fact. Detailed information will be placed in the appendices as well. Emphasis must also be given to "appeal authority" needed to resolve differences which may arise in the resolution of some aspect of the force protection operation (e.g., use of force to neutralize a hostage situation).

b. ( ) C3 Systems. Identify C3 system requirements for support of the force protection mission and/or refer to Annex K.

t/  
General  
Commander in Chief  
USAFE

## Appendices:

- 1--Combating Terrorism
- 2--Physical Security
- 3--Base Defense

## Official:

s/  
t/  
Colonel  
Position

T-3

CLASSIFICATION

Figure A2.163. Continued.

## CLASSIFICATION

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1 April 1993

APPENDIX 1 TO ANNEX T TO CINCUSAFE OPLAN 4123-93 (U)  
COMBATING TERRORISM (U)

( ) REFERENCES: List plans and documents essential to the effective implementation of this appendix.

1. ( ) SITUATION

a. ( ) Enemy. Refer to Annex B, Intelligence. Address terrorist capabilities, tactics, techniques, and probable goals which would adversely impact the accomplishment of the mission. Use the following factors in assessing the threat: history, existence, capability, intentions, targeting, and security environment. Discuss provisions for collecting, processing, and analyzing terrorist threat information. Include provisions for requesting the latest terrorist threat information for the AO prior to implementation of the plan.

b. ( ) Friendly. State in separate subparagraphs the relevant antiterrorism and counterterrorism capabilities and plans of friendly forces and agencies not included among the task organizations of the basic plan. For each force or agency, include a summary of major antiterrorism and counterterrorism assets that directly support the implementation of antiterrorism and counterterrorism operations. Where appropriate, include a reference to command relationship agreements, and to requirements for US interagency support to civilian agencies that may be tasked to support antiterrorism and counterterrorism operations.

c. ( ) Assumptions. List all assumptions on which antiterrorism and counterterrorism planning is based that are not stated in the basic plan. Pay particular attention to different circumstances which may exist for terrorism acts that occur during preparation for deployment and/or movement, transitioning en route, and areas of operation within and outside the US.

d. ( ) Resource Availability. List resource availability.

e. ( ) Planning Factors. List applicable planning factors.

2. ( ) MISSION. Provide a clear, concise statement identifying the objectives of antiterrorism and counterterrorism operations in support of the basic plan.

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T-1-1

## CLASSIFICATION

**Figure A2.164. Format for Combating Terrorism Appendix.**

**CLASSIFICATION**3. ( ) EXECUTION

a. ( ) Concept of Operations. Summarize the scope of antiterrorism and counterterrorism operations and the methods and resources to be employed. Though priority attention should be directed toward counterterrorism operations (offensive measures taken in response to or to preempt terrorism acts), considerations should also be given to antiterrorism operations (defense measures to reduce vulnerability to terrorist attacks). State OPSEC planning guidance for antiterrorism and counterterrorism operations.

b. ( ) Tasks. In separate numbered subparagraphs, assign individual antiterrorism and counterterrorism tasks and responsibilities to each component or subdivision of the force, including assistance required from non-military agencies and establishment of THREATCON levels.

c. ( ) Coordinating Instructions. Ensure that instructions recognize that responsibility for management of the US Government response to acts of terrorism rests with several lead agencies. That responsibility is specified by federal law, executive order, policy guidelines, or memorandums of understanding. Include but do not limit response to:

(1) ( ) Coordination with adjacent commands and civilian agencies, including US diplomatic missions.

(2) ( ) Coordination with and support of the lead agency for management of the response to the terrorist action.

4. ( ) ADMINISTRATION AND LOGISTICS. Provide a statement of the administration and logistic arrangements needed for antiterrorism and counterterrorism support but not covered in the basic plan or other annexes. Consider to the special needs of the force stationed in immature theaters. Examples of the type of equipment that may be required include flak vests and other body armor, mirrors for under-automobile surveillance, barriers (improvised or specially constructed), etc. This type of equipment will prepare the unit to implement the full range of THREATCON and DEFCON measures. Consider special measures which the commander selects for protecting the force. Examples include restrictions from selected areas (parts of a city or areas of a country), off-base/post uniform policies, weapons qualification requirements, host nation language instruction, in-country orientations, leave policies, and convoy procedures.

a. ( ) Logistics. Provide any special instructions pertaining to logistic support for antiterrorism and counterterrorism operations.

T-1-2

**CLASSIFICATION****Figure A2.164. Continued.**

**CLASSIFICATION**

- b. ( ) Administration. Include in this subparagraph any necessary administrative guidance.
- 5. ( ) COMMAND AND SIGNAL. Refer to appropriate sections of Annex K. Provide a statement of any unique command and signal arrangements that will be necessary to respond to acts of terrorism.
- 6. ( ) SECURITY
  - a. ( ) General. Discuss general procedures to be employed during planning, coordination, and implementation of antiterrorism and counterterrorism operations.
  - b. ( ) Specific. State specific access restrictions, handling instructions, and identifies authorities empowered to grant access to the planning for antiterrorism and counterterrorism operations.
- 7. ( ) APPROVAL AND IMPLEMENTATION. Indicate approving and termination authority for antiterrorism and counterterrorism operations.

T-1-3

**CLASSIFICATION****Figure A2.164. Continued.**

## CLASSIFICATION

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APPENDIX 2 TO ANNEX T TO CINCUSAFE OPLAN 4123-93 (U)  
PHYSICAL SECURITY ( )

( ) REFERENCES: List DoD issuances, command directives, service regulations, policy directives, operational manuals, and any other materials referred to herein as guidance to subordinates for preparing and implementing a plan to support the intended operation.

1. ( ) SITUATION

a. ( ) Enemy. Obtain the analysis of the local threat (sabotage, theft, vandalism, pilferage) from the local supporting counterintelligence and criminal investigative organizations. Identify the people, groups, and organizations which pose the threat. Refer to Annex B, Intelligence.

b. ( ) Friendly. Identify all forces available to assist in physical security operations, including organic, supporting, and host nation law enforcement agencies. List any peculiarities of the task organization for physical security that are not covered in the personnel annex or the task organization annex. List the effective times of attachment/detachment if known.

c. ( ) Assumptions. Include those situations/conditions which the commander feels will exist at the time of execution of the plan or at the time of conversion from contingency to operational plan.

d. ( ) Resource Availability. List resource availability.

e. ( ) Planning Factors. List applicable planning factors.

2. ( ) MISSION. Cite the mission which the physical security appendix supports, the mission of the specific base, facility, or unit, or the task that the physical security unit will be expected to accomplish.

CLASSIFIED BY:  
DECLASSIFY ON:

T-2-1

CLASSIFICATION

**Figure A2.165. Format for Physical Security Appendix.**

## CLASSIFICATION

3. ( ) EXECUTION

a. ( ) Concept of Operations. State the general concept of physical security support for the forces assigned, attached, or supporting the implementation of the plan (include host nation assets as applicable). Depict the commander's view of the execution of the operation from start to finish. Factors bearing on the execution of the plan should be identified and addressed either in the body of this paragraph or in attached Tabs.

b. ( ) Vulnerabilities. Identify critical structures, buildings, work areas, and force concentrations that require special attention or, if compromised, will adversely impact the ability of the organization to accomplish its mission.

c. ( ) Priorities. Establish the commander's priorities of forces, facilities, and activities that require support. This listing will serve to apportion physical and personnel resources.

d. ( ) Responses. Describe the escalation expectations of the commander as responses to increasing THREATCONS or DEFCONS and the surge capability of forces to react to such an announcement.

4. ( ) ADMINISTRATION AND LOGISTICS

a. ( ) Logistics. Identify the logistics elements peculiar to the execution of this appendix. Include the stocked assets available for physical security improvement (barrier material, delay devices, protective lighting, intrusion devices, etc.) which are not addressed in the Logistics or other annexes.

b. ( ) Administration. Identify the administrative elements peculiar to the execution of this appendix. Include such items as Rules of Engagement, particular host nation agreements, and procedures subordinate elements will use to obtain physical security assets (e.g., working dogs).

5. ( ) COMMAND AND SIGNAL

a. ( ) Command Relationships. Describe peculiarities in the chain of command between supporting physical security personnel and supported organizations. Describe peculiarities in the host nation relationships which apply to all elements of the organization.

b. ( ) C3 Systems. Establish radio nets if needed for the control of forces and execution of the physical security mission. Include information on the frequencies assigned to RF elements used in a physical security posture, such as RF mini-intrusion devices, and other warning/identification hardware items.

T-2-2

CLASSIFICATION

Figure A2.165. Continued.

**CLASSIFICATION**

NOTE: If too lengthy for inclusion in the body of this appendix, the following elements may be addressed as Tabs to this appendix (example Tabs are not included).

Tabs:

- A--Guard Orders
- B--Communications Plan
- C--Disaster Control Plan
- D--Recovery Plan
- E--Civil Disturbance Plan
- F--Rules of Engagement

T-2-3

**CLASSIFICATION**

**Figure A2.165. Continued.**

## CLASSIFICATION

HQ USAFE  
APO AE 09094-5001  
1 April 1993

APPENDIX 3 TO ANNEX T TO CINCUSAFE OPLAN 4123-93 (U)  
BASE DEFENSE (U)

( ) REFERENCES: List appropriate Joint Service Agreements, DoD, JCS, Service, or unified command directives pertinent to air base ground defense (ABGD).

1. ( ) SITUATION

a. ( ) Enemy. Refer to Annex B, Intelligence, for the basic enemy situation. Highlight key enemy capabilities related to ground attack of air bases.

b. ( ) Friendly. List the organizations that are not subordinate to this command.

c. ( ) Assumptions. List assumptions not reflected in the basic plan that will have a significant impact on this plan or supporting plans. These assumptions must not conflict with those in the basic plan.

d. ( ) Resource Availability. List resource availability.

e. ( ) Planning Factors. List applicable planning factors.

3. ( ) EXECUTION

a. ( ) Concept of Operations. State the overall concept for denying the enemy the ability to disrupt friendly sortie generation from key bases in the operational area and the concept for countering such disruption should it occur.

b. ( ) Tasks. In separate numbered subparagraphs, concisely list tasks assigned to each element of the supported and supporting commands.

c. ( ) Coordinating Instructions. List the instructions applicable to the entire command or two or more elements of the command that are necessary for proper coordination of the operation, e.g., intelligence, staff points of contact, C<sup>2</sup>, planning cells, liaison, and frequency management.

CLASSIFIED BY:  
DECLASSIFY ON:

T-3-1

## CLASSIFICATION

**Figure A2.166. Format for Base Defense Appendix.**



## CLASSIFICATION

4. ( ) ADMINISTRATION AND LOGISTICS

a. ( ) Logistics. Identify sources of supply for units involved, and identify specialized equipment supply requirements.

b. ( ) Administration. Establish operational reporting requirements necessary for effective monitoring of ABGD throughout the area of operations. Reference required administrative or logistic reports.

c. ( ) Personnel. Identify requirements for specialized personnel qualification and/or augmentation.

5. ( ) COMMAND AND SIGNAL

a. ( ) Command Relationships. Describe specific command relationships and establish special requirements or procedures required for the ABGD C<sup>3</sup> activities. Refer to Annex J.

b. ( ) C3 Systems. Provide a general statement concerning the scope of C<sup>3</sup> systems and procedures required to support the operation. Highlight C<sup>3</sup> systems or procedures requiring special emphasis. Refer to Annex K.

T-3-2

CLASSIFICATION

**Figure A2.166. Continued.**

## CLASSIFICATION

HQ USAFE  
APO AE 09094-5001  
1 April 1993

ANNEX U TO CINCUSAFE OPLAN 4123-93 (U)  
INFORMATION MANAGEMENT (U)

( ) REFERENCES: Cite the documents necessary to understand this appendix.

1. ( ) SITUATION

- a. ( ) Enemy. Refer to Annex B for general information about the enemy. Estimate the enemy's capabilities and actions to interfere with information management support.
- b. ( ) Friendly. Refer to the basic plan and Annex A for tasked organizations.
- c. ( ) Assumptions. State the assumptions on which information management planning and support are based.
- d. ( ) Resource Availability. List resource availability.
- e. ( ) Planning Factors. List applicable planning factors.

2. ( ) MISSION. Provide a clear and concise statement of the objectives for information management support.

3. ( ) EXECUTION

- a. ( ) Concept of Operations. State how information management support is provided. Describe the scope of operations and identify methods and resources to be employed. If there are limiting factors, list them along with their mission impact. Use a separate subparagraph to discuss each of the areas inherent in operating a base information management infrastructure in a contingency or wartime environment: administrative communications; postal support; publishing, to include publications/ forms distribution and printing/copying support; records management; plans and programs; and information management systems. Refer to Chapter 31, paragraph 31.4. for expanded guidance on preparing these subparagraphs.
- b. ( ) Tasks. Specify individual tasks and responsibilities. Inform each tasked organization what must be done. Include when and where details are necessary. Include tasking as appropriate for staff agency and unit information management functions. Outline the tasks and responsibilities other functional areas must plan for in providing their own internal information management (office administration) support, and state how this information will be disseminated to those functions. Also, list the specific Base IM services that will be provided to deployed organizations and state how organizations will be made aware of these services.

CLASSIFIED BY:  
DECLASSIFY ON:

U-1

## CLASSIFICATION

**Figure A2.167. Format for Information Management Annex.**

**CLASSIFICATION**

c. ( ) Coordination. Provide necessary guidance for two or more components to share information management capabilities and follow common procedures. Include, for example, distributing classified material, negotiating host base or host nation support agreements, and providing reproduction.

4. ( ) ADMINISTRATION AND LOGISTICS

a. ( ) Logistics. Identify logistics support requirements.

b. ( ) Administration. Provide instructions for submitting required reports, if any.

5. ( ) COMMAND AND SIGNAL

a. ( ) Command Relationships. Summarize the command relationships required to provide information management support, or refer to Annex J.

b. ( ) C3 Systems. Identify specific C3 systems support requirements, if any, or refer to Annex K.

t/  
General, USAF  
Commander in Chief  
USAFE

OFFICIAL:

s/  
t/  
Colonel, USAF  
Position

U-2

**CLASSIFICATION**

**Figure A2.167. Continued.**

## CLASSIFICATION

HQ USAFE  
APO AE 09094-5001  
1 April 1993

ANNEX V TO CINCUSAFE OPLAN 4123-93 (U)  
SAFETY (U)

- ( ) REFERENCES: List maps, charts, plans, regulations, manuals, and other publications used to prepare this annex and to implement this plan.
1. ( ) SITUATION. Describe the general situation and state any assumptions not included in the basic plan that could influence the safe conduct of operations.
2. ( ) MISSION. Provide a statement of the safety mission in terms of the objectives of the basic plan.
3. ( ) EXECUTION
- a. Concept of Operations. State the general concept of operations for the incorporation of safety into mission accomplishment. Emphasize the need for safety awareness even under combat conditions to prevent the needless loss of precious people and equipment.
- b. Tasks. Assign responsibilities for tasks to be performed in support of mission safety. Inform each responsible unit of the safety tasks assigned and state when and where these tasks must be accomplished.
- (1) ( ) Inspections. Assign responsibilities for carrying out safety inspections and identifying hazards.
- (2) ( ) Weapons Safety. Include weapons safety concerns, such as quantity-distance criteria, flight line siting limitations, NEW limits, munitions production facilities, waivers and exemptions, and explosives risk analysis.
- (3) ( ) Special Precautions. Identify potentially hazardous conditions and special situations which may be encountered during the execution of this plan. Describe preventive actions in supported or supporting plans at the applicable action levels.

CLASSIFIED BY:  
DECLASSIFY ON:

V-1

## CLASSIFICATION

**Figure A2.168. Format Safety Annex.**

**CLASSIFICATION**

(4) ( ) Mishap and Hazard Reporting. Promptly report mishaps and hazards as specified in applicable directives. List those deviations (if any) from standard reporting procedures or responsibilities the plan makes necessary.

(5) ( ) Mishap Investigations. Promptly investigate mishaps according to applicable directives. Identify any deviations from normal investigative procedures or responsibilities.

4. ( ) ADMINISTRATION AND LOGISTICS. Provide broad guidance concerning administrative and logistics support for safety operations.

5. ( ) COMMAND AND SIGNAL. Indicate the command relationships of the safety function or refer to Annex J. Identify any specific C3 systems requirements or refer to Annex K.

3. ( ) ADDITIONAL INFORMATION. Include any additional paragraphs or appendices which enhance safety program guidance.

t/  
General, USAF  
Commander in Chief  
USAFE

OFFICIAL:

s/  
t/  
Colonel, USAF  
Position

V-2

**CLASSIFICATION**

**Figure A2.168. Continued.**

## CLASSIFICATION

HQ USAFE  
APO AE 09094-5001  
1 April 1993

ANNEX W TO CINCUSAFE OPLAN 4123-93 (U)  
CIVIL ENGINEERING (U)

- ( ) REFERENCES: List directives and related documents needed to understand this annex.
1. ( ) SITUATION
- a. ( ) Enemy. Refer to Annex B, Intelligence.
  - b. ( ) Friendly. In general terms, describe the forces to be supported, the forces providing the support, and other service and allied forces available for cooperative efforts.
  - c. ( ) Assumptions. List applicable assumptions.
  - d. ( ) Resource Availability. List resource availability. Analyze major problem areas, state the impact on the mission, and discuss possible solutions.
  - e. ( ) Planning Factors. List applicable planning factors affecting civil engineering support. Analyze major problem areas, state the impact on the mission, and discuss possible solutions.
2. ( ) MISSION. State the mission of civil engineering forces (including Prime BEEF, RED HORSE, EOD, and disaster preparedness) as it relates to the mission statement in the basic plan.
3. ( ) EXECUTION. Identify any significant theater conditions which may influence executing the plan. Establish the requirement for engineering and services support, and define functional responsibilities for supporting the operation.
- a. ( ) Concept of Operations. Briefly describe the concept of operations for civil engineering support.

CLASSIFIED BY:  
DECLASSIFY ON:

W-1

## CLASSIFICATION

**Figure A2.169. Format for Engineering Annex.**

**CLASSIFICATION**

- b. ( ) Tasks. Specify civil engineering support tasks in subparagraphs. Include as a minimum:
  - (1) ( ) Force beddown construction.
  - (2) ( ) Fire and crash rescue.
  - (3) ( ) Passive defense.
  - (4) ( ) EOD and EOR.
  - (5) ( ) Security support.
  - (6) ( ) Base denial.
  - (7) ( ) Area decontamination.
  - (8) ( ) Base operations and maintenance.
  - (9) ( ) Emergency war damage repair, including rapid runway repair (RRR), utility system repair, and facility repair.
  - (10) ( ) Environmental protection and compliance (see Appendix 2).
- 4. ( ) ADMINISTRATION AND LOGISTICS
  - a. ( ) Logistics. Describe the process for obtaining materials, equipment, and transportation required by civil engineering forces to support the plan.
  - b. ( ) Administration. Describe administrative procedures for combat reporting and other support requirements.
- 5. ( ) COMMAND AND SIGNAL
  - a. ( ) Command Relationships. Describe special command relationships, if any, or refer to Annex J.

W-2

**CLASSIFICATION****Figure A2.169. Continued.**

**CLASSIFICATION**

b. ( ) C3 Systems. Identify specific C3 systems required in support of civil engineering operations, if any, or refer to Annex K.

t/  
General, USAF  
Commander in Chief  
USAFE

## Appendices:

- 1--Civil Engineering RED HORSE
- 2--Environmental Protection and Compliance Tasks

## OFFICIAL

s/  
t/  
Colonel, USAF  
Position

W-3

**CLASSIFICATION****Figure A2.169. Continued.**



## CLASSIFICATION

HQ USAFE  
APO AE 09094-5001  
1 April 1993

APPENDIX 1 TO ANNEX W TO CINCUSAFE OPLAN 4123-93 (U)  
CIVIL ENGINEERING RED HORSE (U)

- ( ) REFERENCES: List applicable documents needed to understand this appendix.
1. ( ) SITUATION
- a. ( ) Enemy. Refer to Annex B, Intelligence.
- b. ( ) Friendly. Refer to Annex W, Civil Engineering.
- c. ( ) Assumptions. List the assumptions about RED HORSE responsibilities, forces available, logistics factors, etc., which have a significant influence on RED HORSE support for the mission.
2. ( ) MISSION. Describe the mission of Civil Engineer RED HORSE forces in relation to the overall mission stated in the basic plan.
3. ( ) EXECUTION.
- a. ( ) Concept of Operations. Describe the concept of operations for RED HORSE units in support of this plan. As a minimum address:
- (1) ( ) Deployment Concepts. State the sea/aerial ports of embarkation and debarkation which the RED HORSE units will use to deploy to the theater of operations. Give the required deployment times and mode of movements for each UTC. Since the early deployment of the RH-1 element is critical to the RED HORSE employment, ensure it will move early in the schedule flow. Also, describe the mode of movement of the deploying units from the port of debarkation to their destination in theater.

CLASSIFIED BY:  
DECLASSIFY ON:

W-1-1

## CLASSIFICATION

**Figure A2.170. Format for Civil Engineering Appendix.**

## CLASSIFICATION

(2) ( ) Employment Concepts.

(a) ( ) Describe the RH-1 element's tasks in preparing for the reception of follow-on RED HORSE elements and preparation of advance plans for project execution.

(b) ( ) Describe how RED HORSE's ability to subdivide into tailored echelons to perform the individual special capabilities inherent to RED HORSE, while maintaining unit integrity, will be used.

(c) ( ) Discuss the various aspects of RED HORSE units which make them self sustainable for limited periods of time. Additionally, state whether the units will be expected to deploy to remote locations and use their inherent self sustainment capability.

(3) ( ) Organic Contracting Capability. Discuss any requirements to use the organic contracting capability of RED HORSE units at locations with little or no initial USAF presence.

b. ( ) Tasks. Describe all RED HORSE tasks. Include as a minimum:

(1) ( ) Force beddown construction.

(2) ( ) Passive defense.

(3) ( ) EOD support.

(4) ( ) Security support.

(5) ( ) Base denial (both explosive and nonexplosive).

(6) ( ) Area decontamination.

(7) ( ) Emergency war damage repair, including rapid runway repair (RRR), utility system repair, and facility repair.

(8) ( ) Environmental protection and compliance (see Appendix 2).

(9) ( ) Airfield lighting installation and repair.

(10) ( ) Concrete and asphalt paving operations, concrete mobile operations, and concrete and asphalt batch plant operations.

(11) ( ) Explosive demolition operation.

W-1-2

CLASSIFICATION

**Figure A2.170. Continued.**

**CLASSIFICATION**

- (12) ( ) Aircraft arresting system installation and repair.
- (13) ( ) Mobile facility erection including automatic building machine use.
- (14) ( ) Expedient fuel system installation and repair.
- (15) ( ) Material testing.
- (16) ( ) Quarry operations.
- (17) ( ) Revetment erection.
- (18) ( ) Geohydrology (water source locating) and water well drilling.
- (19) ( ) Power generation plant establishment, operations, and maintenance.
- (20) ( ) Chemically protected facility restoration.
- (21) ( ) Engineering design.
- (22) ( ) Facility hardening.
- (23) ( ) Expedient pavement expansion and construction including road and airfield pavements.
- (24) ( ) Cantonment construction.
- (25) ( ) Heavy earthwork operations.

**4. ( ) ADMINISTRATION AND LOGISTICS**

a. ( ) Logistics. Describe the process for obtaining materials, equipment, and transportation required by RED HORSE forces to support the plan. Specifically, address organic 60-day war readiness spares kits (WRSK); construction material stockpiled as war readiness material and other war readiness material; special levels stockpiled to support predefined tasks that RED HORSE will accomplish upon arrival; and individual and mobility shop equipment required for accomplishment of the RED HORSE missions. Also, address items required to maintain unit self sufficiency (i.e., organic ration support and resupply, medical support and resupply, ammunition resupply, and vehicle maintenance resupply). Describe prepositioned equipment sets and WRSK available in theater for RED HORSE use. Describe the level of logistics support required from CONUS units to provide a "push" resupply of construction materials until the standard "pull" system takes effect as the conflict matures.

W-1-3

**CLASSIFICATION****Figure A2.170. Continued.**

**CLASSIFICATION**

- b. ( ) Administration. Identify any administrative procedures for combat reporting or support required.
- 5. ( ) COMMAND AND SIGNAL
  - a. ( ) Command Relationships. Describe command relationships of the RED HORSE squadrons assigned to or deployed to the theater of operations. Because these squadrons are considered theater assets, command and control must remain within Numbered Air Force channels or higher. Detail the command relationships necessary to maintain unit integrity when the squadrons subdivide into tailored echelons and deploy to multiple locations.
  - b. ( ) C3 Systems. Identify specific C3 systems required in support of CE operations, if any, or refer to Annex K.

W-1-4

**CLASSIFICATION****Figure A2.170. Continued.**

## CLASSIFICATION

HQ USAFE  
APO AE 09094-5001  
1 April 1993

APPENDIX 2 TO ANNEX W TO CINCUSAFE OPLAN 4123-93 (U)  
ENVIRONMENTAL PROTECTION AND COMPLIANCE TASKS (U)

1. ( ) ENVIRONMENTAL IMPACT ANALYSIS PROCESS (EIAP). Complete the EIAP for AFI 32-7004, *Environmental Education and Training*, documents for both CONUS and overseas deployments.
2. ( ) ENVIRONMENTAL PROTECTION AND COMPLIANCE PLAN. Complete the environmental protection and compliance plan which includes:
  - a. ( ) Environmental Permits
    - (1) ( ) Pollutant release - all media (air, land, water).
    - (2) ( ) Wetlands.
    - (3) ( ) Endangered species.
  - b. ( ) Environmental Protection and Compliance Procedures
    - (1) ( ) Hazardous wastes/materials (storage, disposal, and spill response).
    - (2) ( ) Drinking water.
    - (3) ( ) Waste, storm, and industrial water.
    - (4) ( ) Solid wastes.
    - (5) ( ) Natural resources (wetlands, endangered species, erosion/sedimentation control).
    - (6) ( ) Cultural resources (archaeological and historic sites and structures).
    - (7) ( ) Air quality (point sources, e.g., open or enclosed burning or detonation, portable generators, etc.).

CLASSIFIED BY:  
DECLASSIFY ON:

W-2-1

## CLASSIFICATION

**Figure A2.171. Format for Environmental Protection and Compliance Tasks Appendix.**

## CLASSIFICATION

(8) ( ) Noise siting.

c. ( ) Interagency and Intergovernmental Coordination. Refer to AFI 32-7003, *Environmental Research and Development*, for the coordination required for the following:

(1) ( ) Land use acquisition.

(2) ( ) Air space acquisition.

W-2-2

CLASSIFICATION

Figure A2.171. Continued.

## CLASSIFICATION

HQ USAFE  
APO AE 09094-5001  
1 April 1993

ANNEX X TO CINCUSAFE OPLAN 4123-93 (U)  
EXECUTION CHECKLIST (U)

( ) Emphasize, primarily for headquarters and agencies external to the originating command, the actions that each must take in order to ensure the coordinated initiation of the operation. Use the format shown below to compile the checklist. Note that the actions listed in this sample are merely illustrative; not comprehensive. To establish the timing of actions, assume the NCA has decided to implement the plan, and indicate actions that must occur before others can be started. Include actions necessary to complete the planning process in addition to execution actions.

ACTION	HEADQUARTERS/ AGENCY	TIMING
Direct execution of OPORD 4999-93	JCS	H-hour
Initiate deception measures	JCS	ASAP after H-hour
Alert forces for deployment	JCS	Before C-day
Allocate strategic airlift	JCS	H-hour
Direct deployment of forces	JCS	H-hour
Reorient intelligence collection	DIA	ASAP after H-hour
Activate additional circuits	DCA	ASAP after H-hour
Request rights, authorizations, and facility arrangements from (country involved)	Dept of State	Before H-hour
Issue execution directive to service component	USEUCOM	Upon receipt of order from the JCS
Direct execution of OPLAN 4123-93	HQ USAFE	Upon receipt of order from USEUCOM

CLASSIFIED BY:  
DECLASSIFY ON:

X-1

## CLASSIFICATION

**Figure A2.172. Format for Execution Checklist Annex.**

**CLASSIFICATION**

t/  
General, USAF  
Commander in Chief  
USAFE

Appendix:  
1--Preconflict Measures

OFFICIAL:

s/  
t/  
Major General, USAF  
Position

X-2

**CLASSIFICATION**

**Figure A2.172. Continued.**



**CLASSIFICATION**

HQ USAFE  
APO AE 09094-5001  
1 April 1993

APPENDIX 1 TO ANNEX X TO CINCUSAFE OPLAN 4123-93 (U)  
DETERRENT OPTIONS (U)

Refer to JOPES, Volume II, *Supplement Planning Formats*, Annex X, for guidance on completing this appendix.

CLASSIFIED BY:  
DECLASSIFY ON:

X-1-1

**CLASSIFICATION**

**Figure A2.173. Format for Preconflict Measures Appendix.**

## CLASSIFICATION

HQ USAFE  
APO AE 09094-5001  
1 April 1993

ANNEX Y TO CINCUSAFE OPLAN 4123-93 (U)  
REPORTS (U)

- ( ) REFERENCES: List JCS publications, command directives and service regulations needed to understand this annex.
1. ( ) SCOPE. State that this annex provides guidance to head-quarters and subordinate units for accomplishing reporting requirements during deployment, employment, and redeployment phases of the plan.
2. ( ) PURPOSE. State the purpose of this annex to provide basic administrative and operational information to the commander and subordinate units for command and control of assigned Air Force forces.
3. ( ) RESPONSIBILITIES
- a. ( ) Units. State unit reporting responsibilities during deployment, employment, and redeployment phases of plan execution.
- b. ( ) Headquarters. State headquarters staff agencies' responsibilities for collection of reports applicable to their function. Refer to appropriate functional annexes for additional detail or include sufficient detail in this annex to ensure staff agencies forward the necessary reports to the commander.
4. ( ) PROCEDURES
- a. ( ) Voice Reports. State that reports dealing with subjects falling under Essential Elements of Friendly Information (EEFI) as outlined by this OPLAN will be made by secure telephone or radio. If secure voice communications are not available, critical elements of the report will be encoded.
- b. ( ) Message Reports. State the basic format expected, and that classification and precedence will be determined by the originator.

CLASSIFIED BY:  
DECLASSIFY ON:

Y-1

CLASSIFICATION

**Figure A2.174. Format for Reports Annex.**

**CLASSIFICATION**

c. ( ) Report Formats. Refer to examples provided in listed references above or to appropriate functional annexes where examples have been provided. Otherwise, provide sufficient detail here or in supporting appendices to this annex to ensure accurate and timely reporting procedures are followed.

d. ( ) Deployment Reports. List the reports required from units and/or headquarters staff agencies during the deployment phase of plan execution. Identify the office of primary responsibility at unit and/or headquarters level, and the frequency of reporting.

e. ( ) Employment Reports. List the reports required from units and/or headquarters staff agencies during the employment phase of plan execution. Identify the office of primary responsibility at unit and/or headquarters level, and the frequency of reporting.

f. ( ) Redeployment Reports. List the reports required from units and/or headquarters staff agencies during the redeployment phase of plan execution. Identify the office of primary responsibility at unit and/or headquarters level, and the frequency of reporting.

t/  
General, USAF  
Commander in Chief  
USAFE

OFFICIAL:

s/  
t/  
Colonel, USAF  
Position

Y-2

**CLASSIFICATION**

**Figure A2.174. Continued.**

**CLASSIFICATION**

HQ USAFE  
 APO AE 09094-5001  
 1 April 1993

ANNEX Z TO CINCUSAFE OPLAN 4123-93 (U)  
DISTRIBUTION (U)

( ) Refer to Chapter 8 for OPLAN distribution to the Air Staff. Follow guidance in the basic OPLAN for distribution to other agencies. List distribution information in this format.

DISTRIBUTIONNO. COPIESCOPY NO.

t/  
 General, USAF  
 Commander in Chief  
 USAFE

OFFICIAL:

s/  
 t/  
 Major General, USAF  
 Position

CLASSIFIED BY:  
 DECLASSIFY ON:

Z-1

**CLASSIFICATION****Figure A2.175. Format for Distribution Annex.****FORMAT AND CONTENT OF CONPLANS**

**A3.1. Model of CONPLAN Format and Content.** JOPES, Volume II, specifies the format for unified and specified command plans tasked by the JSCP. The format in this attachment was derived from the JOPES format and contains the Air Force unique planning information needed in addition to the basic joint planning format. Air Force supporting command plans will adhere to the basic format used by the unified command it supports, since JOPES may change out of

cycle with this publication. This attachment illustrates each element of a CONPLAN and the letter of transmittal and other administrative details used to prepare and transmit the CONPLAN (see figures A3.1. through A3.7.). A supplement may be used to augment a CONPLAN or order of a higher headquarters, but not to modify, change, or nullify any policy, procedure, or instruction in the basic document.

**A3.2. Detail Needed for CONPLANS.** A CONPLAN is a broad outline of how an assigned mission is to be carried out. It does not generally have annexes. If an annex is needed, it is prepared in the same format as an annex for an OPLAN, but only in the detail considered necessary. The CONPLAN includes:

A3.2.1. All normal elements of an OPLAN with the mission, situation, and concept of operations being fully developed. Other elements are in summary form. The letter of transmittal and other administrative matters are also the same as for an OPLAN.

A3.2.2. A summary of mobility and logistic support requirements.

A3.2.3. Summaries of existing major constraints concerning forces, movement, or logistic support which would significantly affect executing the plan.

**CLASSIFICATION**  
(overall plan)

UNITED STATE AIR FORCES IN EUROPE

1 April 1993

CINCUSAFE CONPLAN 4444-93 (U)

Warning Notice  
(if required)

CLASSIFIED BY:  
DECLASSIFY ON:

Copy \_\_\_\_ of 100 copies  
Control No. \_\_\_\_\_  
(if required)

**CLASSIFICATION**  
(overall plan)

**Figure A3.1. Format for CONPLAN Cover.**

**CLASSIFICATION**  
(use official letterhead)

HQ USAFE  
APO AE 09094-5001  
1 April 1993

FROM: XPXX

SUBJECT: CINCUSAFE CONPLAN 4444-93 (U)

TO:

1. ( ) Attached is CINCUSAFE CONPLAN 4444-93.
2. ( ) This plan is the USAFE supporting plan for USCINCEUR CONPLAN 4888-93, which provides for the defense of (list country) against external aggression.
3. ( ) This plan is effective for planning upon its receipt. The Commander in Chief, United States Air Forces in Europe, directs its implementation.
4. ( ) Elements of this plan were coordinated with HQ USAF, ACC, and AMC.
5. ( ) Within 60 days after receipt of this plan, the supporting plans listed in paragraph 3 of the Plan Summary must be prepared and forwarded to this headquarters for review and approval.
6. ( ) All changes must include the date and classification (if classified) of the basic plan.
7. ( ) When separated from the attachment, this letter is downgraded to (list classification).

**FOR THE COMMANDER IN CHIEF**

s/  
t/  
Major General, USAF  
Position

1 Atch  
CINCUSAFE CONPLAN 4444-93 (U)

CLASSIFIED BY:  
DECLASSIFY ON:

**CLASSIFICATION**

**Figure A3.2. Format for CONPLAN Letter of Transmittal.**

## CLASSIFICATION

HQ USAFE  
APO AE 09094-5001  
1 April 1993

CINCUSAFE CONPLAN 4444-93 (U)  
SECURITY INSTRUCTIONS (U)

1. ( ) The long title of this plan is CINCUSAFE CONPLAN 4444-93, Defense of (list country) Against External Aggression ( ). The short title is CINCUSAFE CONPLAN 4444-93 (U).
2. ( ) This document is classified (list overall classification) to protect information contained in US operation plans. The information must be disseminated only to those agencies and personnel whose official duties specifically require knowledge of the plan, including those commands and agencies required to develop supporting plans.
3. ( ) This document contains information affecting the national defense of the United States within the meaning of the Espionage Laws, Title 18, U.S.C., Section 793 and 794. The transmission or revelation of information contained herein, in any manner, to an unauthorized person is prohibited.
4. ( ) Classified annexes must be identified with the proper classification authority and declassification or review instructions as required by DoD 5200.1-R/AFI 31-401 and as shown on this page.
5. ( ) Reproduction of this document in whole or in part is prohibited, except as required for preparation of supporting plans.
6. ( ) This document consists of these parts:

	<u>Pages</u>
Security Instructions	i
Plan Summary	ii
CINCUSAFE CONPLAN 4444-93	1

## RECORD OF CHANGES

<u>CHANGE NUMBER</u>	<u>COPY NUMBER</u>	<u>DATE ENTERED</u>	<u>POSTED BY</u>
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NOTE: The record of changes may be placed on a separate page.

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i

## CLASSIFICATION

**Figure A3.3. Format for CONPLAN Security Instructions.**



**CLASSIFICATION**

HQ USAFE  
APO AE 09094-5001  
1 April 1993

CINCUSAFE CONPLAN 4444-93 (U)  
PLAN SUMMARY (U)

1. ( ) PURPOSE. Provide a concise description of the purpose to be achieved by implementing the plan. Refer to the task assignment in the JSCP or other directive that the CONPLAN fulfills. If this is a supporting plan, indicate the plan it supports including, when applicable, a plan prepared by commanders of allied forces.
2. ( ) CONDITIONS FOR IMPLEMENTATION
  - a. ( ) Summarize the politico-military situation in which execution of the plan should be considered.
  - b. ( ) Include a statement substantially as follows. For example, "This summary provides military decisionmakers a brief recapitulation of the major aspects of this plan. It is based on planning factors and estimates available at the time of preparation, and is subject to modification in the context of a specific contingency. The information herein should be reviewed, and if necessary, updated before a course of action is adopted in a given situation."
  - c. ( ) Summarize any legal and environmental considerations that could impact on plan implementation.
3. ( ) OPERATIONS TO BE CONDUCTED
  - a. ( ) Force Requirements. Summarize the major combat force requirements in terms of assigned forces and augmentations required from other sources.
  - b. ( ) Preconflict Measures. Summarize the preconflict measures to be considered for implementation upon receipt of strategic warning and prior to M- and D-day. Include planning for activities such as PSYOP, reconnaissance, selected deployments, and intelligence when these actions are considered essential to accomplish the mission.

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**CLASSIFICATION**

**Figure A3.4. Format for CONPLAN Plan Summary.**

**CLASSIFICATION**

- c. ( ) Deployment. Summarize the intertheater and intratheater movements of forces required to place the necessary combat forces in the area of operations. When applicable, include deployments and deception activities that would be carried out before full implementation of the plan.
  - d. ( ) Employment. Indicate the general nature of combat operations to be conducted, including deception and nuclear operations when applicable.
  - e. ( ) Supporting Plans. List any requirements for supporting plans to be prepared by subordinate and supporting commands or agencies.
4. ( ) ASSUMPTIONS. List assumptions deemed essential to the success of the plan, including the degree of mobilization assumed.
5. ( ) OPERATIONAL CONSTRAINTS. List major factors that may impede accomplishing the mission.
6. ( ) TIME TO COMMENCE EFFECTIVE OPERATIONS. Include a table showing the required time-phased, incremental buildup of combat forces in the objective area. Clearly indicate in the table which combat forces would have to be available in the area of operations could begin. Also, show in the table the amount of time that would elapse from the time an order to implement the plan was issued until each significant level of combat force required by the plan could begin effective operations in the objective area. Report the lowest level of force as the smallest force increment that could initiate effective operation. List successively higher force levels up to the maximum level called for in the basic plan. List assumptions applied in preparing this table that are not specified in the plan. In determining the time to commence effective operations, consider forces to be deployed or employed to be at normal conditions of readiness, that is, assume no advance measures are taken. Consider also these and other pertinent timing factors:
- a. ( ) Time required to carry out deception measures as specified in the relevant deception plan.
  - b. ( ) Time for preparing and transmitting necessary orders.

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**CLASSIFICATION****Figure A3.4. Continued.**

**CLASSIFICATION**

- c. ( ) Reaction time, including all necessary preparations for movement and, if necessary, staging.
  - d. ( ) Time factors based on the availability and capabilities of transportation resources and facilities.
  - e. ( ) Time en route to the area of operation, using lift made available in JSCP, Annex J, where applicable, and considering possible restrictions on using deployment routes.
  - f. ( ) Timing impact of possible enemy actions against forces in transit.
  - g. ( ) Time factor based on reception and throughput capabilities of overseas terminals, where applicable.
  - h. ( ) Time for marrying up forces and equipment deployed by separate movement modes, including marrying up with pre-positioned equipment, when applicable.
  - i. ( ) Time factor based on the availability and capability of transport systems within the area of operations, where required.
  - j. ( ) Time required in the area of operations for final preparation of forces, including movement to the objective area prior to employment.
7. ( ) COMMAND RELATIONSHIPS. Summarize the command arrangements to be employed in implementing the plan.
8. ( ) LOGISTICS REQUIREMENTS. Provide a summary of the sources of supply, transportation requirements, and the LOC and base facilities to be used. In plans for which several force options are developed, estimate the transportation requirements according to the most demanding force option.
9. ( ) IMPLEMENTATION. List the general actions required to develop an OPLAN or OPORD, including, when necessary, the preparation of more detailed plans or orders by subordinate commands. Include any identifiable requirements for actions to be taken before C-Day by commands or governmental agencies external to the originating command.

**CLASSIFICATION**

**Figure A3.4. Continued.**

**CLASSIFICATION**

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1 April 1993

CINCUSAFE CONPLAN 4444-93 (U)

TABLE OF CONTENTS (U)

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NOTE: This page is not used if the Table of Contents is combined with the Record of Changes per sample in figure A3.3.

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v

**CLASSIFICATION**

**Figure A3.5. Format for CONPLAN Table Contents.**

**CLASSIFICATION**

HQ USAFE  
 APO AE 09094-5001  
 1 April 1993

CINCUSAFE CONPLAN 4444-93 (U)

DEFENSE OF (LIST COUNTRY) AGAINST EXTERNAL AGGRESSION (U)

- ( ) REFERENCES: List any maps, charts, or other documents essential to understand this plan. Refer to the list of EEI required to support a decision or a recommendation to implement the plan.
- ( ) TASK ORGANIZATION: List the principal headquarters and the types and numbers of major combatant units. If a list of support forces has been developed, include it here or add it as an attachment.
- 1. ( ) SITUATION
  - a. ( ) General. Describe the general politico-military environment that would establish the probable preconditions for execution of the plan.
  - b. ( ) Preconflict Actions. Summarize the preconflict actions to be taken upon implementation of the plan.
  - c. ( ) Enemy. Identify the opposing forces that could be expected on implementation. Refer to intelligence documents which estimate their military capabilities.
  - d. ( ) Friendly
    - (1) ( ) Describe the operations expected of other commands, US or allied, that could have a direct influence on the conduct of this operation. Include an estimate of probable actions by allies or other friendly forces within the area of operation.
    - (2) ( ) List the general tasks which friendly forces, commands, or governmental agencies are requested to perform in support of this operation, including providing augmentation forces.

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**Figure A3.6. Format for CONPLAN.**

**CLASSIFICATION**

- e. ( ) Assumptions. List the assumptions on which the plan is based. List the conditions most likely to exist, or those which, if they occur, would have a significant impact on the conduct of this operation. Specify the degree of mobilization assumed, such as full, partial, or none, and the assumed timing of each level of mobilization.
- f. ( ) Legal Considerations. List the legal considerations on which the plan is based.
- 2. ( ) MISSION. State concisely the purpose of this plan and the task to be accomplished by conducting the operation. The mission statement must clearly relate to the planning task assigned by the CINC being supported.
- 3. ( ) EXECUTION
  - a. ( ) Concept of Operations. Provide enough detail to convey a clear and complete understanding of how the operation would be conducted from beginning to end.
    - (1) ( ) General. Tell which headquarters and forces are to be employed, what they are to do, where it is to be done, and what time-phasing is to apply to the overall operation.
    - (2) ( ) Deployment. Summarize the deployments of forces necessary to accomplish the mission, to include major augmentations from other commands. Consider the possible need for anticipatory or rapid initial deployments which could minimize the ultimate operational requirements.
    - (3) ( ) Employment. Tell how the deployed forces are to be employed to accomplish the mission. Specify time phases, if necessary. As applicable, indicate the role of land, air, and naval forces; amphibious operation; and counterinsurgency operations. Indicate conventional, nuclear, CW, EW, UW, PSYOP, deception, or other supporting operations that are to be conducted. Tell briefly how each is expected to contribute to accomplishing the mission. Include generalized target selection criteria.
  - b. ( ) Tasks. In separate subparagraphs, assign tasks to each subordinate element which would participate in the operation. Include requirements for preparing supporting plans and for coordinating interservice support.

**CLASSIFICATION**

**Figure A3.6. Continued.**

**CLASSIFICATION**

- c. ( ) Coordinating Instructions. List instructions applicable to the entire command (or to two or more elements of the command) that are required for proper coordination of the operation and are not included elsewhere. In particular, include terms pertaining to the timing of execution and deployment, and any other operational terms not defined elsewhere in the plan or in joint publications.
  - d. ( ) Operational Constraints. In the final subparagraph, list any operational constraints that would adversely affect accomplishing the mission and state the impact of each.
4. ( ) ADMINISTRATION AND LOGISTICS. Estimate the logistics and administrative requirements to support the plan and constraints expected to exist in the support system. Identify and request, as appropriate, the types of support required from sources outside the originating command.
- a. ( ) Concept of Logistics Support. Tell how the force will be transported to the area of operations and provided logistics support during both the deployment and employment phases of the operation.
  - b. ( ) Assumptions. List assumptions about the friendly or enemy posture that would significantly influence logistics planning which are not already included in paragraph 1d.
  - c. ( ) Supply and Distribution
    - (1) ( ) Indicate the stockage level objective to be attained within the area of operations.
    - (2) ( ) Consider prepositioned war readiness materiel stocks (PWRMS) required.
    - (3) ( ) Estimate the level of consumption required to sustain the operations envisaged and identify any foreseeable deviations from service-established consumption rates.
    - (4) ( ) Identify mutual support requirements expected to exist between this force and allied or other friendly forces.
    - (5) ( ) Identify and assign responsibilities for any interservice support requirements.

**CLASSIFICATION****Figure A3.6. Continued.**

## CLASSIFICATION

- d. ( ) Medical Service. State the general system to be used in hospitalizing and evacuating casualties.
- e. ( ) Mobility and Transportation
  - (1) ( ) Estimate the aggregate totals of airlift and sealift requirements to support the plan. Indicate what proportion of these requirements could be supported within the command.
  - (2) ( ) Indicate the ocean and air terminal capabilities expected to be available for use in deploying and supporting the force.
  - (3) ( ) Where applicable, indicate the deployment routes that would be used and the requirements for bases, transit rights, and authorizations.
- f. ( ) Civil Engineering Support. Indicate the capability of existing and planned bases to support the operations envisaged. Refer to separate studies as needed.
- g. ( ) Personnel. State the general concept for personnel support of the operation. Identify any significant legal problems such as the requirement for Status of Forces Agreements.
- h. ( ) Public Affairs. State the general concept of PA support for the operation.
- i. ( ) Civil Affairs. Estimate the general nature and extent of civil affairs activities required in the area of operations.
- j. ( ) Logistics and Administrative Constraints. Indicate limiting factors expected to be encountered and, if applicable, alternate courses of action to address problems such as:
  - (1) ( ) Shortages of supplies to meet initial requirements.
  - (2) ( ) Shortages of transportation to meet initial requirements for deployment of forces.
  - (3) ( ) Identifiable shortages of critical mobility support and logistic support units.

## CLASSIFICATION

**Figure A3.6. Continued.**



**CLASSIFICATION**

- (4) ( ) Saturated transit and offload base and port facilities.
- (5) ( ) Identifiable shortages of specialist personnel required for logistic support operations.

5. ( ) COMMAND AND SIGNAL

a. ( ) Command Relationships. Summarize the command relationships for conducting this operation. Specify subordinate commands that would be established. Show the command lines to subordinate forces. Identify relationships that would need to be established with foreign governments and forces and with other US governmental agencies.

b. ( ) Command, Control and Communications Systems. Summarize the C3 requirements for adequate command and control. Estimate the capability of available organizations and facilities to support the requirements. Identify any foreseeable constraints to adequate C3 support. In particular, address satellite access requirements, preferred Defense Communications System entry points, gateways, and anticipated JCS- or Service-controlled equipment augmentation.

Annexes:

Z--Distribution

NOTE: Additional annexes are not specified; however, they may be used if desired.

t/  
General, USAF  
Commander in Chief  
USAFE

OFFICIAL:

s/  
t/  
Colonel, USAF  
Position

**CLASSIFICATION**

**Figure A3.6. Continued.**

## CLASSIFICATION

HQ USAFE  
APO AE 09094-5001  
1 April 1993

ANNEX Z TO CINCUSAFE CONPLAN 4444-93 (U)  
DISTRIBUTION (U)

( ) Refer to chapter 8 for OPLAN distribution to the Air Staff. Follow guidance in the basic OPLAN for distribution to other agencies. List distribution information in this format:

<u>DISTRIBUTION</u>	<u>NO. COPIES</u>	<u>COPY NO.</u>
---------------------	-------------------	-----------------

t/  
General, USAF  
Commander in Chief  
USAFE

OFFICIAL:

s/  
t/  
Colonel, USAF  
Position

CLASSIFIED BY:  
DECLASSIFY ON:

Z-1

CLASSIFICATION

**Figure A3.7. Format for CONPLAN Distribution Annex.**

## THE COMMANDER'S ESTIMATE

**A4.1. The Commander's Estimate.** The Commander's Estimate, submitted by the supported CINC in response to a CJCS WARNING ORDER, provides the Chairman of the Joint Chiefs of Staff (CJCS) with time-sensitive information for consideration by the NCA in meeting a crisis situation. Essentially, it reflects the supported CINC's analysis of the various courses of action (COAs) that may be used to accomplish the assigned mission and contains recommendations as to the best COA. Although the estimate process may involve a complete, detailed estimate by the supported CINC with inputs from his staff, his component commanders and their staffs, the estimate submitted to the CJCS will normally be a greatly abbreviated version providing only that information essential to the NCA and CJCS in arriving at a decision to meet a crisis.

**A4.2. Crisis Action Planning.** During crisis action planning, the supported CINC may choose an existing plan as a primary reference for COAs as well as request inputs from his staff and component commanders. Because of the short suspense for inputs, the supported CINC puts out a Commander's Evaluation Request message (see figure A4.1.) in which he summarizes the situation and his COA planning parameters. The component commanders reply via an OPREP-1 Component's Evaluation Response message (see figure A4.2).

**A4.3. Deliberate Planning Process.** Joint Pub 1-02 defines the Commander's Estimate (of the Situation) as "a logical process of reasoning by which a commander considers all the circumstances affecting the military situation and arrives at a decision as to a course of action to be taken to accomplish the mission." In deliberate planning, it is the document that clearly states the CINC's decision and summarizes the rationale for that decision. The Commander's Estimate (see figure A4.3.) becomes a tool to communicate valuable guidance from the CINC to the staff and subordinate commanders. This is not a document to convince the reader of the wisdom of the selected COA; the CINC has already selected the COA to be developed into a concept of operations. Rather, it is a summary of the CINC's thought process. As such, it is a valuable planning tool for the staff and subordinate commanders. The staffs use this guidance to begin work on developing the staff estimates (see figures A4.4. through A4.9.) which will be used to form the Concept of Operations for the tasked OPLAN or CONPLAN.

## IMMEDIATE

FROM: USCINCLANT NORFOLK VA//

TO: CINCLANFLT NORFOLK VA//

CINCARLANT FT MCPHERSON GA//

COMACC LANGLEY AFB VA//

(ETC.)

INFO: CJCS WASHINGTON DC//

DIRNSA FT GEORGE G MEADE MD//

USCINCTRANS SCOTT AFB IL//

COMAMC SCOTT AFB IL//

(ETC.)

## CLASSIFICATION

OPREP-1/DJ2000/001/2999/EVALUATION REQUEST

1. ( ) OPERATION DESCRIPTION REFERENCE. CJCS 151709Z JUN 93 (WARNING ORDER).
2. ( ) NARRATIVE
  - A. ( ) TASKING. REQUEST THAT ACTION ADDRESSEES EVALUATE AND SUBMIT THEIR RESPECTIVE REQUIREMENTS AND PROPOSALS FOR CARRYING OUT THE COURSES OF ACTION IDENTIFIED IN THE REFERENCED CJCS WARNING ORDER. SUSPENSE FOR RESPONDING IS NOT LATER THAN 161300Z JUN 93. ADDITIONAL GUIDANCE IS PROVIDED BELOW.
  - B. ( ) SITUATION. HOSTILITIES ARE UNDERWAY IN FOUR SEPARATE AREAS OF ORANGELAND, INCLUDING THE CAPITAL AND OTHER MAJOR URBAN CENTERS. LEFTIST INSURGENT FORCES HAVE MOUNTED A STRONG PSYOP CAMPAIGN AND ARE EXPLOITING WIDESPREAD ANTI-GOVERNMENT FEELING TO GAIN POPULAR SUPPORT. MASS UPRISINGS BY SYMPATHETIC DISSIDENTS ARE ALSO IMMINENT UNLESS ... (ETC).

**Figure A4.1. Format for Sample Commander's Evaluation Request.**

C. ( ) FACTORS AFFECTING POSSIBLE COURSES OF ACTION. THE MAIN AIR AND SEA ACCESSSES TO ORANGELAND ARE ISOLATED, INOPERABLE BECAUSE OF DAMAGE, OR UNDER INSURGENT CONTROL. INTERNAL COMMUNICATIONS ARE SEVERELY DISRUPTED AND RAIL AND HIGHWAY NETWORKS IN THE INTERIOR ARE CUT. THE APPROACHING RAINY SEASON ... (ETC).

D. ( ) ENEMY CAPABILITIES. TOTAL EFFECTIVE INSURGENT STRENGTH IS ESTIMATED AT 2,000-2,500 LIMITED TO LIGHT ARMAMENT BUT WELL TRAINED AND HIGHLY MOBILE (COMMANDEERED CIVILIAN VEHICLES). INSURGENT-LED IRREGULAR AUXILIARIES REPORTEDLY NUMBER ... (ETC).

E. ( ) CONCEPT OF OPERATIONS

(1) ( ) GENERAL. TO MINIMIZE FURTHER CASUALTIES AND DESTRUCTION, US MILITARY ACTION WILL BE DESIGNED TO END HOSTILITIES SIMULTANEOUSLY IN ALL INSURGENT AREAS AS SOON AS POSSIBLE. THE OVERALL OPERATIONAL CONCEPT IS FOR A RAPID SURGE OF FORCE APPLICATION FROM THE OUTSET, WITH SUFFICIENT FORCES COMMITTED WITHIN THE INITIAL 6-HOUR PERIOD TO SAFEGUARD THREATENED US NATIONALS, SUPPRESS ORGANIZED RESISTANCE IN THE FOUR CRITICAL POPULATION CENTERS, AND PREVENT ... (ETC).

(2) ( ) COURSE OF ACTION PLANNING PARAMETERS

(A) ( ) COURSE OF ACTION ONE: EMPLOY A JOINT ARMY-AIR FORCE TASK FORCE. MAJOR ARMY TACTICAL CONTINGENTS WILL CONSIST OF A TWO-BRIGADE FORCE (UP TO SIX MANEUVER BATTALIONS) WITH APPROPRIATE ACCOMPANYING COMBAT SUPPORT. TO BE INTRODUCED BY AIR, PLUS FOLLOW-ON SERVICE SUPPORT AS REQUIRED. MAJOR AIR FORCE TACTICAL CONTINGENTS WILL CONSIST OF UP TO ... (ETC).

(B) ( ) COURSE OF ACTION TWO: EMPLOY A MARINE LANDING FORCE IN CONJUNCTION WITH NAVAL AMPHIBIOUS, SURFACE, AND AIR SUPPORT ELEMENTS. THE MAJOR MARINE TACTICAL CONTINGENT WILL CONSIST OF UP TO ... (ETC).

(C) ( ) COURSE OF ACTION THREE: EMPLOY A JOINT ARMY-NAVY-MARINE-AIR FORCE TASK

**Figure A4.1. Continued.**

FORCE, WITH COORDINATED AIR AND AMPHIBIOUS INTRODUCTION OF GROUND ELEMENTS. MAJOR TACTICAL CONTINGENTS WILL CONSIST OF ... (ETC).

F. ( ) OPERATIONAL CONSTRAINTS. BLUELAND IS EXPECTED TO ABROGATE EXISTING TREATIES GRANTING US STAGING, BASING, AND MARITIME PRIVILEGES. OVERFLIGHT RIGHTS ARE LIKELY TO BE DENIED BY PINKLAND AND ... (ETC).

3. ( ) OBJECTIVE. THIS REPORT PROVIDES AMPLIFYING GUIDANCE FOR DEVELOPING COURSE OF ACTION EVALUATIONS BY COMPONENT AND SUPPORTING COMMANDS HAVING A ROLE IN PROJECTED OPERATIONS ADDRESSED TO THE CURRENT ORANGELAND CRISIS.

4. ( ) REMARKS. FORCE AS SHOWN IN JOPES DATA BASE, OPLAN IDENTIFICATION NUMBERS XXXXA, XXXXB, AND XXXXC.//

DECL/OADR//

IMMEDIATE

FROM: CINCUSAFE RAMSTEIN AB GE//  
TO: USCINCEUR VAIHINGEN GE//  
INFO: CJCS WASHINGTON DC//  
CINCUSAREUR HEIDELBERG GE//  
USCINCTrans SCOTT AFB IL//  
(ETC.)

C L A S S I F I C A T I O N

OPREP-1/FFBSDO/OO2/4999/EVAL RESPONSE

1. ( ) OPERATION DESCRIPTION REFERENCES
  - A. ( ) CJCS 111408Z AUG 93
  - B. ( ) USCINCEUR 121942 AUG 93
2. ( ) NARRATIVE. RECOMMEND COURSE OF ACTION ONE AS THE MOST RAPID WAY OF BRINGING US MILITARY FORCES TO BEAR IN THE OBJECTIVE AREA IN TIME TO PREVENT ... (ETC). COURSE OF ACTION THREE REQUIRES TOO LONG A LEAD TIME FOR SURFACE DEPLOYMENT ... (ETC). COURSE OF ACTION TWO DOES NOT INVOLVE USAFE.
3. ( ) OBJECTIVE. THIS REPORT PROVIDES EVALUATION AND INFORMATION ON MAJOR FORCES FOR COURSES OF ACTION OUTLINED IN REFERENCED USCINCEUR REQUEST.
4. ( ) REMARKS
  - A. ( ) FORCES AS LISTED IN JOPES DATA BASE OPLAN IDENTIFICATION NUMBERS XXXXA, XXXXB, AND XXXXC.
  - B. ( ) BARE-BASE OPERATIONAL CONDITIONS AT PALM INTERNATIONAL AIRPORT WILL RESULT IN 4- TO 6-HOUR DELAY IN ACHIEVING ... (ETC).

DECL/OADR//

**Figure A4.2. Format for Sample OPREP-1 Component's Evaluation Response.**

**CLASSIFICATION**

Issuing Headquarters  
Place of Issue  
Date of Issue

PLAN DESIGNATION SHORT TITLE (U)  
COMMANDER'S ESTIMATE OF THE SITUATION (U)

( ) REFERENCES: List maps, charts, intelligence data bases, and relevant documents.

1. ( ) MISSION. State the assigned or deduced task or tasks and purpose. If the mission is multiple, determine priorities. List any intermediate tasks, prescribed or deduced, necessary to accomplish the mission.

2. ( ) THE SITUATION AND COURSES OF ACTION

a. ( ) Considerations Affecting the Possible Courses of Action. Determine and analyze factors which will influence the choice of a course of action, and any factors that affect the capabilities of friendly or enemy forces. Consider these and other pertinent factors. Under each, include a statement of fact (or an assumption), and a deduction of its probable influence on enemy or friendly actions:

(1) ( ) Military Geography

(a) ( ) Characteristics of the Area of Operations

1. ( ) Topography. Factors of relief and drainage, vegetation, surface materials, and similar characteristics should be given consideration as they affect such elements of an operation as observation, maneuver, fire support, concealment, cover, air and surface movement, lines of communications, avenues of approach, key terrain, nuclear and C-B weapons employment, electronic emissions of all types, and unconventional, psychological, and other significant activities.

2. ( ) Hydrography. Included after this heading are the characteristics of offshore sea areas, approaches to the beaches, currents, tides, the beaches themselves, ports, docks, and similar maritime considerations.

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DECLASSIFY ON:

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**CLASSIFICATION**

**Figure A4.3. Format for Commander's Estimate of the Situation.**



**CLASSIFICATION**

3. ( ) Climate and Weather. Extremes of temperature, wind velocities, cloud cover, visibility, precipitation, and other such factors that can affect military operations must be determined and presented. Sunrise, sunset, and twilight data are normally given in this subparagraph.

(b) ( ) Transportation. Characteristics of roads, railways, inland waterways, and airfields, including such factors as size, capacity, conditions, and other facts that affect enemy capabilities and friendly COA, are given here.

(c) ( ) Telecommunications. Radio, cable, land-line, and other communications facilities in the area of operations that might aid in the exercise of command over military forces are listed. Facilities considered by this subparagraph are not those in the organic capability of the opposing forces, but rather those present in the area.

(d) ( ) Politics. Political factors include such considerations in political stability, alliances, relations with other countries, aspects of international law, control over subversion and dissidence, and similar factors that may influence selection of a COA. Neutrality or non-neutrality of neighboring states in the area is often listed here.

(e) ( ) Economics. Economic factors include the organization of the economy and sometimes its mobilization capacity; the industrial base of the antagonists to support hostilities, finance, foreign trade; and similar influences as they affect selection of a COA.

(f) ( ) Sociology. Social conditions run a wide range from the psychological ability of the populace to withstand the rigors of war to health and sanitation conditions in the area of operations. Language, social institutions and attitudes, and similar factors that may affect selection of a COA must be considered.

(g) ( ) Science and Technology. Although little immediate military impact may result from the state of science and technology in a target area, the long-range effects of such factors as technical skill level of the population and scientific and technical resources in manpower and facilities should be considered in cases where they may affect the choice of a COA.

(2) ( ) Relative Combat Power

(a) ( ) Enemy

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**CLASSIFICATION**

**Figure A4.3. Continued.**

**CLASSIFICATION**

1. ( ) Strength. Give number and size of enemy units committed and those available for reinforcement in the area. This is not intended to be a tabulation of numbers of aircraft, ships, missiles, or other military weaponry. Rather, it is a study of what strength the enemy commander can bring to bear in the area in terms of ground units committed and reinforcing, aircraft sortie rates, missile delivery rates, unconventional, psychological, and other strengths the commander thinks may affect the balance of power.
2. ( ) Composition. This includes order of battle of major enemy combat formations, equivalent strengths of enemy and friendly units, and major weapons systems and armaments in the enemy arsenal and their operational characteristics.
3. ( ) Location and Disposition. Geographical location of enemy units, fire support elements, command and control facilities, air, naval, and missile forces, and other combat power in or deployable to the area of operations are shown here.
4. ( ) Reinforcements. Estimate the enemy reinforcement capabilities that can influence the battle in the area under consideration. This study should include ground, air, naval and missile forces; nuclear, C\_B and other advanced weapon systems; and an estimate of the relative capacity to move these forces about, to, and in the battle area.
5. ( ) Logistics. This subparagraph summarizes enemy ability to support the capabilities with which they have been credited and included such considerations as supply, maintenance, hospitalization and evacuation, transportation, labor, construction, and other essential logistic means. Broadly speaking, it is a feasibility test for enemy capabilities.
6. ( ) Time and Space Factors. Estimate where and when initial forces and reinforcements can be deployed and employed. Such a study will normally include distances and travel times by land, sea, and air from major bases or mounting areas into the battle area.
7. ( ) Combat Efficiency. This subparagraph is an estimate of enemy state of training, readiness, battle experience, physical condition, morale, leadership, motivation, tactical doctrine, discipline, and whatever significant strengths or weaknesses may appear from the preceding paragraphs.

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**CLASSIFICATION****Figure A4.3. Continued.**

**CLASSIFICATION**

(b) ( ) Friendly. The appraisal of the commander's own force should, in general, follow the same pattern just used for analysis of the enemy. The descriptions of what to consider and the approach to the problem outlined in paragraph 2.a.(2)(a) are applicable to this analysis of friendly forces.

(3) ( ) Assumptions. Assumptions are intrinsically important factors on which the conduct of the operation is based and must be noted as such in paragraph 2 of the commander's estimate.

b. ( ) Enemy Capabilities. State the enemy capabilities that could affect accomplishing the mission of the commander.

c. ( ) Own Courses of Action. State all practicable courses of action open to the commander which, if successful, will accomplish the mission.

3. ( ) ANALYSIS OF OPPOSING COURSES OF ACTION. Determine the probable effect of each enemy capability on the success of each of the commander's own courses of action.

4. ( ) COMPARISON OF OWN COURSES OF ACTION. Weigh the advantages and disadvantages of each of the commander's courses of action with respect to the governing factors. Determine which course of action promises to be the most successful in accomplishing the mission.

5. ( ) DECISION. Translate the selected course of action into a concise statement of what the force is to do. Use the decision as a basis for the "mission" paragraph in the plan to be developed.

6. ( ) CONCEPT OF OPERATIONS. Describe generally how the force will be deployed and employed to accomplish the mission. Include as much detail of which, where, how, and why, as may be appropriate. This will help provide the commander's intentions to both his unified CINC and his staff planners.

s/

t/

General, USAF

Commander

ANNEXES: (As required: by letter and title.)

DISTRIBUTION: (According to policies and procedures of the issuing headquarters.)

#

**CLASSIFICATION**

**Figure A4.3. Continued.**

**CLASSIFICATION**

Issuing Headquarters

Place of Issue

Date of Issue

PLAN DESIGNATION SHORT TITLE (U)INTELLIGENCE ESTIMATE OF THE SITUATION (U)

REFERENCES: List maps, charts, intelligence data bases, and relevant documents needed to understand this estimate.

1. ( ) MISSION. State the assigned mission of the command.
2. ( ) ENEMY SITUATION. State the conditions that exist and describe their effect on enemy capabilities and the assigned mission. Describe the area of operations, the enemy military situation, and the effect of these two factors on enemy capabilities. Use the name and BE number to identify specific installations and facilities.

a. ( ) Characteristics of the Area of Operations. In this paragraph, discuss the effect of the physical characteristics of the area of operations on military activities of both combatants. If an analysis of the area has been prepared separately, simply reference the area study, and then discuss the existing situation on military operations in the area.

(1) ( ) Military Geography(a) ( ) Topography

NOTE: Although this sample format has been developed in some detail, not all subparagraphs indicated here are necessary in every estimate. The format should be adjusted to fit the needs of the operation.

1. ( ) Existing Situation. Describe relief and drainage, vegetation, surface materials, cultural features, and other characteristics, in terms of their effect on key terrain, observation, fields of fire, obstacles, cover and concealment, avenues of approach, lines of communication, landing areas and zones.

2. ( ) Effect on Enemy Capabilities. Discuss the effect of topography on broad enemy capabilities (such as attack and defense), and describe generally how the topography affects each type activity.

CLASSIFIED BY:

DECLASSIFY ON:

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**CLASSIFICATION**

**Figure A4.4. Format for Intelligence Estimate of the Situation.**

**CLASSIFICATION**

Discuss the effect on employment of nuclear, biological and chemical weapons, amphibious, airborne or air-landed forces; on surveillance devices and systems; on communications equipment and systems; on electronic warfare; on tactical cover and deception; on logistic support; and on other elements.

3. ( ) Effect on Friendly Courses of Action. Discuss the effects of topography on friendly forces military operations (attack, defense, etc.) in the same fashion as for enemy capabilities in 2. above.

(b) ( ) Hydrography

1. ( ) Existing Situation. Describe the nature of the coastline; adjacent islands; location, extent, and capacity of landing beaches, including approaches to and exits from the beaches; nature of the offshore approaches, including type of bottom and gradients; natural obstacles, surf, tide, and current conditions.

2. ( ) Effect on Enemy Capabilities. Discuss the effects of the existing situation on broad enemy capabilities.

3. ( ) Effect on Friendly Courses of Action. Discuss the effects of the existing situation on broad courses of action for friendly forces.

(c) ( ) Climate and Weather

1. ( ) Existing Situation. Give a brief summary of temperature, cloud cover, visibility, precipitation, light data, and other climate and weather conditions and their general effects on roads, rivers, soil trafficability, observation, and airborne operations.

2. ( ) Effect on Enemy Capabilities. Discuss the effects of the existing climate and weather situation on broad enemy capabilities.

3. ( ) Effect on Friendly Courses of Action. Discuss the effects of the existing climate and weather situation on broad courses of action for friendly forces.

(2) ( ) Transportation. Describe roads, railways, inland waterways, airfields and other physical characteristics of the transportation system; capabilities of the transportation system in terms of rolling stock, barge capacities, and terminal and port facilities; and other pertinent data.

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**CLASSIFICATION**

**Figure A4.4. Continued.**

## CLASSIFICATION

(3) ( ) Telecommunications

(a) ( ) Existing Situation. Describe telecommunications facilities and capabilities in the area and, where known, the military units supported by these facilities. In addition, list the fixed and deployed locations for remote antennas, relay equipment or mobile communications.

(b) ( ) Effect on Enemy Capabilities. Describe how the existing telecommunications situation and known projected mobile or reserve systems affect broad enemy capabilities.

(c) ( ) Effect on Friendly Courses of Action. Describe how the existing telecommunications situation affects broad courses of action for friendly forces.

(4) ( ) Politics

(a) ( ) Existing Situation. Describe the organization and operation of civil government in the area of operation.

(b) ( ) Effect on Enemy Capabilities. Tell how the political situation affects broad enemy capabilities.

(c) ( ) Effect on Friendly Courses of Action. Tell how the political situation affects broad courses of action for friendly forces.

(5) ( ) Economics

(a) ( ) Existing Situation. Describe industry, public works and utilities, finance, banking, currency, commerce, agriculture, trades and professions, the labor force, and other related factors.

(b) ( ) Effect on Enemy Capabilities. Tell how the economic situation affects broad enemy capabilities.

(c) ( ) Effect on Friendly Courses of Action. Tell how the economic situation affects broad courses of action for friendly forces.

(6) ( ) Sociology

(a) ( ) Existing Situation. Describe language, religion, social institutions, and attitudes, minority groups, population distribution, health, and sanitation.

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CLASSIFICATION

Figure A4.4. Continued.

## CLASSIFICATION

(b) ( ) Effect on Enemy Capabilities. Tell how sociological situation affects broad courses of action for friendly forces.

(7) ( ) Science and Technology

(a) ( ) Existing Situation. Describe the level of science and technology in the area of operations.

(b) ( ) Effect on Enemy Capabilities. Discuss the effects of science and technology on broad courses of action for friendly forces.

b. ( ) Enemy Military Situation (Ground, Naval, and Air)

(1) ( ) Strength. Give the number and size of enemy units committed and of enemy reinforcements available for use in the area of operations. Include ground strength, air power, naval forces, nuclear and CB weapons, electronic warfare, unconventional warfare, surveillance potential, and all other strengths which might be significant to consider.

(2) ( ) Composition. Describe the structure of enemy forces (order of battle), especially any unusual organizational features, identity, armament, and weapon systems.

(3) ( ) Location and Disposition. Describe the geographical location of enemy forces in the area, including fire support elements, command and control facilities, air, naval missile forces, and bases, where appropriate.

(4) ( ) Availability of Reinforcements. Describe enemy reinforcement capabilities in terms of ground, air, naval, missile, nuclear and CB forces, and weapons; terrain; weather; road and rail nets; transportation; replacements; labor forces; prisoner of war policy; and possible aid from sympathetic or participating neighbors.

(5) ( ) Movements and Activities. Describe the latest known enemy activities in the area.

(6) ( ) Logistics. Describe levels of supply; resupply ability; capacity of beaches, ports, roads, railways, airfields, and other facilities to support supply and resupply; hospitalization and evacuation; military construction; labor resources; and maintenance of combat equipment.

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CLASSIFICATION

Figure A4.4. Continued.

**CLASSIFICATION**

- (7) ( ) Operational Capability to Launch Missiles and Other Space Vehicles. Describe the total missile capability that can be brought to bear on forces operating in the area. Include the characteristics of missile and space systems, location and capacity of launch or delivery units, initial and sustained launch rates, size and location of stockpiles, and other pertinent factors.
- (8) ( ) Serviceability and Operational Rates of Aircraft. Describe the total inventory by type, performance characteristics of operational aircraft, initial and sustained sortie rates by type, and other pertinent factors.
- (9) ( ) Operational Capabilities of Combatant Vessels. Describe the number, type and operational characteristics of ships, boats, and craft in the naval inventory, base locations, and capacity for support.
- (10) ( ) Technical Characteristics of Equipment. Describe the technical characteristics of major items of equipment in the enemy inventory which were not already considered (such as, missiles, aircraft, and naval vessels).
- (11) ( ) Intelligence Collection. Describe the enemy capability to gather intelligence.
- (12) ( ) Nuclear and CB Weapons. Describe the types and characteristics of nuclear and CB weapons in the enemy inventory, stockpile data, delivery capabilities, nuclear and CB employment policies and techniques, and other pertinent factors.
- (13) ( ) Significant Strengths and Weaknesses. Discuss the significant enemy strengths and weaknesses developed from the facts presented in (1) through (12) above.
- (14) ( ) Electronic Combat. Describe the enemy electronic combat systems and capabilities.
- c. ( ) Enemy Unconventional and Psychological Warfare Situation
- (1) ( ) Guerrilla. Describe the enemy capability for, policy with regard to, and current status in conducting guerrilla or insurgent operations.
- (2) ( ) Psychological. Describe enemy doctrine, and the techniques and methods, organization for, and conduct of psychological operations.

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**CLASSIFICATION****Figure A4.4. Continued.**



**CLASSIFICATION**

(3) ( ) Subversion. Describe enemy doctrine, techniques and methods, organization for, and conduct of subversion.

(4) ( ) Sabotage. Describe enemy organization, and potential for and conduct of sabotage.

3. ( ) ENEMY CAPABILITIES

a. ( ) In this paragraph, list separately each enemy capability that can affect accomplishing the assigned mission. For enemy capability, answer these questions:

(1) ( ) WHAT can the enemy do?

(2) ( ) WHERE can the enemy carry out operations?

(3) ( ) WHEN can the enemy begin and complete operations?

(4) ( ) WHAT STRENGTH can the enemy devote to the task?

(5) ( ) WHAT TARGETS or OBJECTIVES are likely for enemy attack?

b. ( ) In developing enemy capabilities, focus on the need to tell the commander of the enemy's total capability in a joint effort. First, categorize the enemy's various capabilities, identifying specific enemy installations by name and BE number as shown in these examples:

(1) ( ) Air Capabilities

(a) ( ) Commencing now, and based on an estimated strength of 300 fighter and 100 medium bomber aircraft, the enemy can attack in the area of operations with 240 sorties per day for the first 2 days, followed by a sustained rate of 150 sorties per day; 60 bomber sorties per day for 1 day followed by a sustained rate of 48 sorties per day for 1 day; followed by a sustained rate of 48 sorties per day.

(b) ( ) Using airfields in the vicinity of (list coordinates or specify geographic location), the enemy has enough transport sorties to lift one regiment in a single lift to airfields in the vicinity of \_\_\_\_\_, \_\_\_\_\_, and (specify geographic locations) within 4 hours flying time.

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**CLASSIFICATION**

**Figure A4.4. Continued.**

## CLASSIFICATION

(2) ( ) Nuclear Capability. At any time and in any part of the area of operations, the enemy can employ an estimated 40 to 60 nuclear weapons of yields from 2 to 50 kilotons (KT) delivered by tube and rocket artillery, guided missile, and aircraft.

(3) ( ) CBW Capability. The enemy can employ the CBW agents \_\_\_\_\_, \_\_\_\_\_, and (list types) in the area of operations at any time delivered by air, tube, and rocket artillery, and guided missile.

(4) ( ) UW Capability. The enemy can conduct UW operations in the area within 10 days of commencement of the operation, using dissident elements in the (specify group) ethnic or religious group and the political adversaries of the current government.

(5) ( ) Ground and Unconventional Capabilities.

4. ( ) ANALYSIS OF ENEMY CAPABILITIES. In this paragraph, discuss the factors that favor, or militate against, the enemy adopting each available capability. In the analysis, focus on enemy vulnerabilities in exercising each capability (that is, conditions or circumstances of the enemy situation that make the enemy especially liable to damage, deception, or defeat). Finally, discuss any indications that the enemy might adopt a particular capability.

5. ( ) CONCLUSIONS. In this paragraph, summarize the capabilities the enemy is most likely to adopt. List them in the order of relative probability of adoption, if enough information is available to permit such an estimate. Also, tell how each enemy capability could affect the command mission. List each vulnerability that can be exploited as follows:

a. ( ) Enemy Capabilities. List in order of relative probability of adoption.

b. ( ) Vulnerabilities. (Briefly summarize the main points from the vulnerability analysis in paragraph 4 for each listed capability.)

t/  
General, USAF  
Commander in Chief  
Command

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CLASSIFICATION

Figure A4.4. Continued.

**CLASSIFICATION**

ANNEXES

A--Annex Title

B--Annex Title

NOTE: Include an annex if the information can be presented graphically, or if it is so large and detailed that its inclusion would make the body of the estimate too cumbersome. Identify each annex by letter, in sequence, as it occurs throughout the estimate.

OFFICIAL:

s/

t/

Rank, USAF

Position

#

**CLASSIFICATION**

**Figure A4.4. Continued.**

## CLASSIFICATION

Issuing Headquarters  
Place of Issue  
Date of Issue

PLAN DESIGNATION SHORT TITLE (U)  
LOGISTICS ESTIMATE OF THE SITUATION (U)

( ) REFERENCES: a. Maps and Charts.

b. Other pertinent documents.

1. ( ) MISSION. State the mission of the command as a whole taken from the commander's mission analysis, planning guidance or other statements.

2. ( ) SITUATION AND CONSIDERATIONS

a. ( ) Characteristics of the Area of Operation. Summarize data about the area, taken from the intelligence estimate or area study, with specific emphasis on significant factors affecting logistic activities.

b. ( ) Enemy Forces

(1) ( ) Strength and Dispositions. Refer to current intelligence estimate.

(2) ( ) Enemy Capabilities. Discuss enemy capabilities, taken from the current intelligence estimate, with specific emphasis on their impact on the logistic situation.

c. ( ) Friendly Forces

(1) ( ) Present Disposition of Major Elements. Include an estimate of their strengths.

(2) ( ) Own Courses of Action. State the proposed COAs under consideration, obtained from operations or plans division.

(3) ( ) Probable Tactical Developments. Review major deployments and logistic preparations necessary in all phases of the operation proposed.

d. ( ) Personnel Situation. State known personnel problems, if any, that may affect the logistic situation.

CLASSIFIED BY:  
DECLASSIFY ON:

#

## CLASSIFICATION

**Figure A4.5. Format for Logistics Estimate of the Situation.**

**CLASSIFICATION**

- e. ( ) Command, Control, and Communications Situation. State the command, control, and communications situation, emphasizing known command control, and communication problems that may affect the logistic situation.
- f. ( ) Assumptions. State assumptions about the logistic aspects of the situation made for this estimate. Since basic assumptions for the operation already have been made and will appear in planning guidance and in the plan itself, they should not be repeated here. Certain logistic assumptions that may have been made in preparing this estimate, and those should be stated.
- g. ( ) Special Features. Special features not covered elsewhere in the estimate, but may influence the logistic situation may be stated here.
- h. ( ) Logistic Situation
- (1) ( ) Supply and Service Installations. Describe and give location of key supply and service installations that will be used to support the operation.
- (2) ( ) Supply. State availability of PWRS, authorized levels of supply, known deficiencies of supply stocks and supply systems, and responsibilities and policies regarding supply.
- (3) ( ) Transportation. List air, sea, and surface transportation availability, coordination, regulations, lift capability, responsibilities, and policies regarding supply.
- (4) ( ) Medical Services. Describe availability of evacuation and hospital facilities and medical responsibilities and policies, including the anticipated evacuation policy.
- (5) ( ) Civil Engineering Support. List responsibilities for civil engineering support, limiting features, and other appropriate considerations.
- (6) ( ) Miscellaneous. Include other logistic matters not considered elsewhere that may influence selection of a COA.
3. ( ) LOGISTIC ANALYSIS OF OWN COURSES OF ACTION. Make an orderly examination of the logistic factors influencing the proposed COAs to determine the manner and degree of that influence. The objective of this analysis is to determine if the logistic requirements can be met and to isolate the logistic implications that should be weighed by the commander in the commander's estimate of the situation.

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**CLASSIFICATION****Figure A4.5. Continued.**

**CLASSIFICATION**

- a. ( ) Analysis of Each COA. Analyze each COA from the Logistics point of view. The detail in which the analysis is made is determined by considering the level of command, scope of contemplated operations, and urgency of need.
  - b. ( ) Use of Logistics Factors. The logistic factors described in paragraph 2 are the elements to be analyzed for each COA under consideration. Examine these factors realistically from the standpoint of requirements versus actual or programmed capabilities, climate and weather, hydrography, time and space, enemy capabilities, and other significant factors that may have an impact on the logistic situation as it affects the COAs.
  - c. ( ) Purpose of Analysis. Throughout the analysis, keep logistics considerations foremost in mind. The analysis is not intended to produce a decision, but to ensure that all applicable logistic factors have been properly considered and to serve as the basis for the comparisons in paragraph 4.
4. ( ) COMPARISON OF OWN COURSES OF ACTION
    - a. ( ) List the advantages and disadvantages of each proposed COA -- from the Logistic's point of view.
    - b. ( ) A work sheet probably will not be necessary as in the commander's estimate, but it may be used.
  5. ( ) CONCLUSIONS
    - a. ( ) State whether the mission set forth in paragraph 1 can be supported from a logistic standpoint.
    - b. ( ) State which COA under consideration can best be supported from a logistic standpoint.
    - c. ( ) Identify the major logistic deficiencies that must be brought to the commander's attention. Include recommendations concerning the methods to eliminate or reduce the effects of those deficiencies.

t/  
 General, USAF  
 Commander in Chief  
 Command

**ANNEXES**

A--Annex Title (as required)  
 B--Annex Title (as required)

OFFICIAL:

s/  
 t/  
 Rank, USAF  
 Position

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**CLASSIFICATION**

**Figure A4.5. Continued.**

## CLASSIFICATION

Issuing Headquarters  
Place of Issue  
Date of Issue

PLAN DESIGNATION SHORT TITLE (U)  
PERSONNEL ESTIMATE OF THE SITUATION (U)

- ( ) REFERENCES:
- a. Maps and Charts.
  - b. Other pertinent documents.
1. ( ) MISSION. State the mission of the command as a whole taken from the commander's mission analysis, planning guidance or other statements.
  2. ( ) SITUATION AND CONSIDERATIONS
    - a. ( ) Characteristics of the Area of Operation. Summarize data about the area, taken from the intelligence estimate or are study, with specific emphasis on significant factors affecting personnel activities.
    - b. ( ) Enemy Forces
      - (1) ( ) Strength and Dispositions. Refer to current intelligence estimate.
      - (2) ( ) Enemy Capabilities. Discuss enemy capabilities, taken from the current intelligence estimate, with specific emphasis on their impact on the personnel matters.
    - c. ( ) Friendly Forces
      - (1) ( ) Present Disposition of Major Elements. Include an estimate of their strengths.
      - (2) ( ) Own Courses of Action. State the proposed COAs under consideration, obtained from operations or plans division.
      - (3) ( ) Probable Tactical Developments. Review major deployments and logistic preparations necessary in all phases of the operation proposed.
    - d. ( ) Logistic Situation. State known logistics problems, if any, that may affect the personnel situation.

CLASSIFIED BY:  
DECLASSIFY ON:

#

## CLASSIFICATION

**Figure A4.6. Format for Personnel Estimate of the Situation.**

**CLASSIFICATION**

e. ( ) Command, Control, Communications and Computer Systems (C4) Situation. State the C4 situation, emphasizing known C4 problems that may affect the personnel situation.

f. ( ) Assumptions. State assumptions about the personnel aspects of the situation made for this estimate. Since basic assumptions for the operation already have been made and will appear in planning guidance and in the plan itself, they should not be repeated here. Certain personnel assumptions that may have been made in preparing this estimate, and those should be stated.

g. ( ) Special Features. Special features not covered elsewhere in the estimate, but may influence the personnel situation may be stated here.

h. ( ) Personnel Situation. State known or anticipated personnel problems that may influence selection of a COA.

3. ( ) PERSONNEL ANALYSIS OF OWN COURSES OF ACTION. Make an orderly examination of the personnel factors influencing the proposed COAs to determine the manner and degree of that influence. The objective of this analysis is to determine if the personnel requirements can be met and to isolate the personnel implications that should be weighed by the commander in the commander's estimate of the situation.

a. ( ) Analysis of Each COA. Analyze each COA from the personnel point of view. The detail in which the analysis is made is determined by considering the level of command, scope of contemplated operations, and urgency of need.

b. ( ) Purpose of Analysis. Throughout the analysis, keep personnel considerations foremost in mind. The analysis is not intended to produce a decision, but to ensure that all applicable personnel factors have been properly considered and to serve as the basis for the comparisons in paragraph 4.

4. ( ) COMPARISON OF OWN COURSES OF ACTION

a. ( ) List the advantages and disadvantages of each proposed COA from the personnel point of view.

b. ( ) A work sheet probably will not be necessary as in the commander's estimate, but it may be used.

5. ( ) CONCLUSIONS

a. ( ) State whether or not the mission set forth in paragraph 1 can be supported from a personnel standpoint.

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**CLASSIFICATION**

**Figure A4.6. Continued.**



**CLASSIFICATION**

- b. ( ) State which COA under consideration can best be supported from a personnel standpoint.
- c. ( ) Identify the major personnel deficiencies that must be brought to the commander's attention. Include recommendations concerning the methods to eliminate or reduce the effects of those deficiencies.

t/  
General, USAF  
Commander in Chief  
Command

**ANNEXES**

A--Annex Title (as required)  
B--Annex Title (as required)

**OFFICIAL:**

s/  
t/  
Rank, USAF  
Position

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**CLASSIFICATION**

**Figure A4.6. Continued.**

## CLASSIFICATION

Issuing Headquarters  
Place of Issue  
Date of Issue

PLAN DESIGNATION SHORT TITLE (U)

COMMAND, CONTROL, COMMUNICATIONS &amp; COMPUTER SYSTEMS ESTIMATE (U)

( ) REFERENCES: a. Maps and Charts.

b. Other pertinent documents.

1. ( ) MISSION. State the mission of the command as a whole taken from the commander's mission analysis, planning guidance or other statements.

2. ( ) SITUATION AND CONSIDERATIONS

a. ( ) Characteristics of the Area of Operation. Summarize data about the area, taken from the intelligence estimate or are study, with specific emphasis on significant factors affecting command, control, communications, and computer (C4) systems activities.

b. ( ) Enemy Forces

(1) ( ) Strength and Dispositions. Refer to current intelligence estimate.

(2) ( ) Enemy Capabilities. Discuss enemy capabilities, taken from the current intelligence estimate, with specific emphasis on their impact on the C4 situation.

c. ( ) Friendly Forces

(1) ( ) Present Disposition of Major Elements. Include an estimate of their strengths.

(2) ( ) Own Courses of Action. State the proposed COAs under consideration, obtained from operations or plans division.

(3) ( ) Probable Tactical Developments. Review major deployments and logistic preparations necessary in all phases of the operation proposed. C4 countermeasures against enemy capabilities should be included.

CLASSIFIED BY:  
DECLASSIFY ON:

#

## CLASSIFICATION

**Figure A4.7. Format for Command, Control, Communications and Computer Systems Estimate of the Situation.**

**CLASSIFICATION**

- d. ( ) Personnel Situation. State known personnel problems, if any, that may affect the C4 situation.
- e. ( ) Logistics Situation. State the logistics situation that may affect the C4 situation.
- f. ( ) Assumptions. State assumptions about the C4 aspects of the situation made for this estimate. Since basic assumptions for the operation already have been made and will appear in planning guidance and in the plan itself, they should not be repeated here. Certain C4 assumptions that may have been made in preparing this estimate, and those should be stated.
- g. ( ) Special Features. Special features not covered elsewhere in the estimate but that may influence the C4 situation may be stated here.
- h. ( ) C4 Situation. Consideration should be given to line-of-sight communication, satellite communications, UHF satellite communications, ground mobile command post, the Defense Satellite Communications System Ground Mobile Segment, and Defense Communications System Interface.
  - (1) ( ) Command and control communications.
  - (2) ( ) Administrative communications.
  - (3) ( ) Communications intelligence.
  - (4) ( ) Communications security.
  - (5) ( ) Communications support for combat operations.
    - (a) ( ) Joint tactical air operations.
    - (b) ( ) Air-to-ground operations (CAP and BAI).
  - (6) ( ) Communications control and aids for supporting arms.
  - (7) ( ) Communications requirements for support and other activities.
- 3. ( ) C4 ANALYSIS OF OWN COURSES OF ACTION. Make an orderly examination of the C4 factors influencing the proposed COAs to determine the manner and degree of that influence. The objective of this analysis is to determine if the C4 requirements can be met and to isolate the C4 implications that should be weighed by the commander in the Commander's Estimate of the Situation.

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**CLASSIFICATION****Figure A4.7. Continued.**

**CLASSIFICATION**

- a. ( ) Analysis of Each COA. Analyze each COA from the C4 point of view. The detail in which the analysis is made is determined by considering the level of command, scope of contemplated operations, and urgency of need.
  - b. ( ) Use of C4 Factors. The C4 factors described in paragraph 2.h. are the elements to be analyzed for each COA under consideration. Examine these factors realistically from the standpoint of requirements versus actual or programmed capabilities, climate and weather, hydrography, time and space, enemy capabilities, and other significant factors that may have an impact on the C4 situation as it affects the COAs.
  - c. ( ) Purpose of Analysis. Throughout the analysis, keep C4 considerations foremost in mind. The analysis is not intended to produce a decision, but to ensure that all applicable C4 factors have been properly considered and to serve as the basis for the comparisons in paragraph 4.
4. ( ) COMPARISON OF OWN COURSES OF ACTION
    - a. ( ) List the advantages and disadvantages of each proposed COA from the C4 point of view.
    - b. ( ) A work sheet probably will not be necessary as in the commander's estimate, but it may be used.
5. ( ) CONCLUSIONS
    - a. ( ) State whether or not the mission set forth in paragraph 1 can be supported from a C4 standpoint.
    - b. ( ) State which COA under consideration can best be supported from a C4 standpoint.
    - c. ( ) Identify the major C4 deficiencies that must be brought to the commander's attention. Include recommendations concerning the methods to eliminate or reduce the effects of those deficiencies.

t/  
General, USAF  
Commander in Chief  
Command

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**CLASSIFICATION****Figure A4.7. Continued.**

CLASSIFICATION

ANNEXES

A--Annex Title (as required)

B--Annex Title (as required)

OFFICIAL:

s/

t/

Rank, USAF

Position

#

CLASSIFICATION

Figure A4.7. Continued.

## CLASSIFICATION

Issuing Headquarters  
Place of Issue  
Date of Issue

PLAN DESIGNATION SHORT TITLE (U)  
MEDICAL ESTIMATE OF THE SITUATION (U)

( ) REFERENCES:

1. ( ) MISSION
2. ( ) SITUATION AND COURSE OF ACTION
  - a. ( ) Proposed Courses of Action
  - b. ( ) Characteristics of the Proposed Area of Operations
  - c. ( ) Assumptions
  - d. ( ) Strength to be Supported
3. ( ) MEDICAL SUPPORT ANALYSIS
  - a. ( ) Hospitalization
    - (1) ( ) Availability
    - (2) ( ) Limiting factors
  - b. ( ) Supply Aspects
    - (1) ( ) Requirements
    - (2) ( ) Availability
    - (3) ( ) Resupply

CLASSIFIED BY:  
DECLASSIFY ON:

#

CLASSIFICATION

**Figure A4.8. Format for Medical Estimate of the Situation.**

## CLASSIFICATION

- (4) ( ) Whole blood
- (5) ( ) Limiting factors
- c. ( ) Patient Evacuation (Intertheater and Intratheater)
  - (1) ( ) Evacuation policy
  - (2) ( ) Time-phased evacuation estimate
  - (3) ( ) Aeromedical staging requirements
  - (4) ( ) Patient regulating
  - (5) ( ) Limiting factors
  - (6) ( ) Aeromedical evacuation airlift
    - (a) ( ) Types of aircraft to be employed
    - (b) ( ) Inflight crew requirements
    - (c) ( ) Limiting factors
- d. ( ) Other Medical Support Furnished by Friendly Forces
- e. ( ) Other Limiting Factors
- 4. ( ) COMPARISONS OF COURSES OF ACTION
- 5. ( ) CONCLUSIONS
  - a. ( ) Medical Supportability of the Command Mission
  - b. ( ) Recommended Course of Action
  - c. ( ) Alternative Course of Action in Priority Order

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## CLASSIFICATION

Figure A4.8. Continued.

## CLASSIFICATION

- d. ( ) Rationale for Conclusions
  - (1) ( ) Basic Mission Supportability
  - (2) ( ) Considerations for Proposed Courses of Action
- e. ( ) Major Medical Support Factors Requiring the Commander's Attention
- f. ( ) Unavoidable Medical Support Limitations

t/  
General, USAF  
Commander in Chief  
Command

## ANNEXES

A--Annex Title (as required)  
B--Annex Title (as required)

OFFICIAL:

s/  
t/  
Rank, USAF  
Position

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CLASSIFICATION

Figure A4.8. Continued.



**CLASSIFICATION**

Issuing Headquarters  
Place of Issue  
Date of Issue

PLAN DESIGNATION SHORT TITLE (U)  
CHAPLAIN ESTIMATE OF THE SITUATION (U)

( ) REFERENCES: List maps, charts, and relevant documents.

1. ( ) MISSION. State the operational mission of the command as a whole, and not responsibilities of the Chaplain Service functional area.
2. ( ) SITUATION AND COURSE OF ACTION. Planners should use this paragraph to discuss the present situation and factors that may affect possible courses of action. For example, these and other relevant topics should be discussed:
  - a. ( ) Proposed Courses of Action. All courses of action being considered by the commander should be obtained from the commander's staff element responsible for plans and operations. Since the chaplain's estimate must address the commander's possible courses of action, several options may be presented.
  - b. ( ) Characteristics of the Proposed Area of Operations. Climate, weather, environment, topography, etc., often affect the morale of personnel and, in turn, chaplain manpower and equipment requirements.
  - c. ( ) Assumptions. The planner should describe each assumption pertinent to the chaplain support requirements for each course of action. These assumptions should be stated as facts.
  - d. ( ) Strength to be Supported. The planner must determine the time-phased strength to be supported. Using this strength, the planner must then determine the location of chaplains to provide ministry to casualties and operational and support personnel. The location of Air Force personnel and number of work units determine chaplain support requirements.
3. ( ) CHAPLAIN SUPPORT ANALYSIS. The data described in paragraphs 1 and 2 are analyzed to determine how best to provide chaplain support of the mission. When the analysis is developed, it should show the relative merits of each course of action with respect to requirements, availability, and limiting factors.

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**CLASSIFICATION**

**Figure A4.9. Format for Chaplain Estimate of the Situation.**

**CLASSIFICATION**

a. ( ) Chaplain Locations. Each requirement for a course of action should be analyzed for location of all forces, medical units, and the availability of chaplain coverage furnished by both US and friendly forces.

- (1) ( ) Force locations
- (2) ( ) Type of Facility and Requirements
- (3) ( ) Friendly chaplain coverage
- (4) ( ) Limiting factors

b. ( ) Supply Aspects. The logistical needs for each chaplain support site are determined through planner consideration of three types of location: a permanent support element with a large concentration of forces, the small site used only as an operational base for site coverage, and bare base operation. In this section, the planner should explain how supplies and equipment are made available for each course of action.

- (1) ( ) Type of installations or operations requiring support
- (2) ( ) Availability of chaplain supplies and equipment
- (3) ( ) Resupply
- (4) ( ) Limiting factors

c. ( ) Transportation. This section addresses transportation based on the planner's thorough knowledge of the availability of chaplain-assigned vehicles and air support for site visitation.

- (1) ( ) Chaplain staging requirements
- (2) ( ) Air support
- (3) ( ) Limiting factors

d. ( ) Other Chaplain Support Furnished by Friendly Forces

e. ( ) Other Limiting Factors. This key section address limitations on chaplain support based on the availability of the chaplain personnel, faith group requirements, characteristics of area of operations, and time-phased personnel strength. Any limiting factors not previously discussed that would affect the proposed courses of action should be presented.

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**CLASSIFICATION**

**Figure A4.9. Continued.**

**CLASSIFICATION**

4. ( ) COMPARISONS OF COURSES OF ACTION. Based on the analysis performed as described in paragraph 3, this section compares the chaplain support requirements for each course of action.
5. ( ) CONCLUSIONS. This part of the estimate is used to state the course of action recommended as "best" from the chaplain's viewpoint. this section is also used to list all major chaplain support deficiencies that must receive the commander's attention and actions needed to correct them.
- a. ( ) Recommend Course of Action
  - b. ( ) Alternative Courses of Action in Priority Order
  - c. ( ) Rationale for Conclusions
  - d. ( ) Chaplain Support Factors Requiring the Commander's Attention

t/  
General, USAF  
Commander in Chief  
Command

**ANNEXES**

A--Annex Title (as required)  
B--Annex Title (as required)

OFFICIAL:

s/  
t/  
Rank, USAF  
Position

#

**CLASSIFICATION**

**Figure A4.9. Continued.**

**PLANNING CHECKLIST****A5.1. Chapter Use and Organization:**

A5.1.1. This chapter is a checklist for the Air Staff and Air Force commanders and staffs at all levels of command to:

A5.1.1.1. Aid in plan development.

A5.1.1.2. Ensure the plan is coordinated with other affected commands.

A5.1.1.3. Ensure the plan includes adequate information for successful execution.

A5.1.1.4. Identify problem areas and fix responsibility for their correction.

A5.1.1.5. Ensure progress on corrective actions is checked regularly.

A5.1.2. The checklist is organized in functional areas generally covered by annexes to the Basic Plan. It contains an extra section for the commander's use.

A5.1.2.1. To avoid redundancy, checklist items that generally apply to all areas are included in the Common Item Checklist (paragraph A5.3.). Since this checklist is general in nature, some items do not apply to all plans or to all headquarters.

A5.1.2.2. Each using agency is encouraged to develop a detailed checklist specifically suited to its own use.

#### **A5.2. Commander's Checklist:**

A5.2.1. The tasks of reviewing the functional area checklists and developing the plan are usually delegated to the staff agencies. However, the commander is responsible for executing the plan when directed.

A5.2.2. To ensure successful plan execution, the commander must be able to answer these questions:

A5.2.2.1. Are the missions, tasks, and objectives clearly stated?

A5.2.2.2. Do any preparatory missions or tasks provide the enemy with indicators of an upcoming operation which reduces the element of surprise?

A5.2.2.3. Does the concept of operations relate specifically to the mission, tasks, and objectives of the plan?

A5.2.2.4. Are command and control relationships clearly defined?

A5.2.2.5. Are all organizations required to support the plan properly tasked?

A5.2.2.6. Are the assumptions used in the plan valid, reasonable, and necessary?

A5.2.2.7. Are friendly forces listed, including those units supporting the command issuing the plan?

A5.2.2.8. Is the plan distributed to all organizations who need to prepare a supporting plan or need to know the information (down, up, and laterally)?

A5.2.2.9. Has the plan been coordinated (down, up, and laterally) between staff sections, organizations, and commands to ensure that personnel in all agencies are aware of their responsibilities?

A5.2.2.10. Are staff officers familiar with the plan? Are the battle staff and command post exercising the plan?

A5.2.2.11. Are all the people, equipment, materiel, funds, and facilities necessary to carry out the plan available? If not, are the proper agencies advised to correct the problems?

A5.2.2.12. Can the plan be executed without mobilization? If not, is that fact stated in the assumptions?

A5.2.2.13. Are periodic checks made to ensure the people involved in the plan are aware of their responsibility? Do they know what to do if the plan is executed?

A5.2.2.14. Are supporting plans, supplements, standing operating procedures, and checklists prepared at all levels of command for plan execution?

- A5.2.2.15. Are supporting plans complete and on hand from appropriate friendly forces?
- A5.2.2.16. Is a schedule for reviewing and updating the plan established?
- A5.2.2.17. Is the schedule for reviewing and updating the plan being followed?
- A5.2.2.18. Has prior coordination with tasked and affected commands been accomplished?
- A5.2.2.19. Have tasked and affected commands agreed to provide support required of them?
- A5.2.2.20. Are quantitative and qualitative deficiencies identified?
- A5.2.2.21. If bases or facilities of other commands are tasked beyond present capabilities, what alternative action is being taken to meet requirements of the plan?
- A5.2.2.22. If new facilities are required before the plan can be executed, are target dates for completion established or alternate solutions proposed?
- A5.2.2.23. Does the plan provide for current national policy considerations and constraints?
- A5.2.2.24. Does the plan provide for the security of the activity or operation. Does it contain adequate instructions for implementing the information security program?
- A5.2.2.25. Is the commander aware of the limits of his/her authority concerning the purchase of goods and services using appropriated funds?
- A5.2.2.26. Have essential contractor-provided services as defined in DoDI 3020.37 been identified?
- A5.2.2.27. Where contractors perform essential services (See DoDI 3020.37 and Chapter 17, paragraph 17.3.), have actions been taken to:
- A5.2.2.27.1. Assess on an annual basis the impact of unanticipated or premature loss of contractor support to mobilizing and deployed forces, and address this assessment in relevant OPLANs?
- A5.2.2.27.2. Include provisions in OPLANs or other contingency plans to assume or supplement contractor supplied essential services during crisis situations with military, DoD civilian, and/or host nation resources?
- A5.2.2.27.3. If no alternate sources can be obtained, accept the risk of disrupted services and plan accordingly?
- A5.2.2.27.4. Include provisions for evacuation of contractor dependents in overseas noncombatant evacuation plans?

**A5.3. Common Item Checklist.** This checklist combines several items common to all aspects of the planning function. In addition to the questions outlined in the proper functional area checklist, each staff agency should answer the following questions:

- A5.3.1. Are friendly forces, supporting forces and task organizations clearly identified?
- A5.3.2. Are methods and procedures incorporated to deny indicators of critical information to the adversaries?
- A5.3.3. Are all task organizations aware of their responsibilities, including the preparation of supporting plans and annexes?
- A5.3.4. Has coordination with other staff sections, organizations, commands, services, and government agencies been accomplished? (Include contractors if their activities will be impacted by executing the plan.)

A5.3.5. Is the plan, including its annexes, distributed (down, up, and laterally) to the listed friendly forces, supporting forces, task organizations, and individual units that are required to prepare supporting plans or have a need for the information?

A5.3.6. Are supporting plans, supplements, standing operating procedures, and checklists prepared for plan execution by subordinate units tasked in the plan?

A5.3.7. Are supporting plans on hand from appropriate friendly forces?

A5.3.8. Are reports identified and procedures established to ensure that submission schedules are met?

A5.3.9. Is the plan, including its annexes, regularly exercised by the battle staff and command post?

A5.3.10. Is the commander informed of limiting factors in each functional area? Is action being taken to correct deficiencies?

A5.3.11. Is a schedule for reviewing and updating the plan and annexes established?

A5.3.12. Are necessary changes to the plan published and disseminated promptly?

A5.3.13. Are plans marked, safeguarded, and controlled according to security directives?

A5.3.14. Are estimates of probable personnel attrition developed?

A5.3.15. Have responsibilities for EW and C3CM support been reviewed according to AFI 10-705?

A5.3.16. Is guidance provided on whether individuals will be required to deploy with small arms and ammunition?

A5.3.17. Are air base operability (ABO) passive defense and recovery operations identified, coordinated, and integrated?

A5.3.18. Has each functional area planned for its internal staff support information management requirements (office administration support)?

A5.3.19. Have essential contractor-provided supplies and services as defined in DoDI 3020.37 been identified?

A5.3.20. Where contractors perform essential services (see DoDI 3020.37 and Chapter 17, paragraph 17.3.), have actions been taken to:

A5.3.20.1. Assess on an annual basis the impact of unanticipated or premature loss of contractor support to mobilizing and deployed forces and address this assessment in relevant OPLANs?

A5.3.20.2. Include provisions in OPLANs or other contingency plans to assume or supplement contractor supplied essential services during crisis situations with military, DoD civilian, and/or host nation resources?

A5.3.20.3. If no alternate sources can be obtained, accept the risk of disrupted services and plan accordingly?

A5.3.20.4. Include provisions for evacuation of contractor dependents in overseas noncombatant evacuation plans?

#### **A5.4. Plans and Operations Checklist:**

A5.4.1. Although the commander is responsible for plan execution, the command planner must ensure all functional areas are properly integrated and sufficient detail is provided for successful execution. Because the commander usually delegates plans development responsibilities to the plans or operations staff officer, the checklist for this functional responsibility is similar to the checklist for the commander.

A5.4.2. The command planner must be able to answer these questions:

A5.4.2.1. Before the basic plan and annexes were prepared, were the items of critical information defined? Was a statement of classification guidance prepared which identified the key items of information to be classified and the level of classification (TS, S, C, U)?

A5.4.2.2. Was the classification guidance issued to all agencies?

A5.4.2.3. Are the missions, tasks, objectives, and concept of operations clearly and appropriately stated?

A5.4.2.4. Has the plan been developed to support a higher level command plan? If so, is the supported plan clearly identified?

A5.4.2.5. Are friendly forces listed, including units from supporting commands? Is the plan coordinated with commands tasked as friendly forces?

A5.4.2.6. Have friendly forces concurred that tasking for use of forces or facilities is within their capabilities? For example, are mass launch or recovery capabilities considered?

A5.4.2.7. Are all forces needed to execute the plan, including supporting forces such as weather, rescue, intelligence, information systems, security, and aerial port regions or districts clearly identified?

A5.4.2.8. Are command and control relationships clearly defined? Are personnel aware of these relationships?

A5.4.2.9. Are the indicators of critical information identified and are measures developed to deny them from the adversaries?

A5.4.2.10. Is deployment data prepared, including flight composition, schedules, alert conditions, flight profiles, routes, timing, refueling, procedures, aircraft loading, rescue, weather, and flight safety?

A5.4.2.11. Are there adequate control arrangements throughout the deployment phase?

A5.4.2.12. Do airfields have runway, taxiway, or ramp restrictions preventing maximum gross weight operations?

A5.4.2.13. Have approach data been checked to ensure adequate NAVAIDs are available at the airfields for safe operation of aircraft?

A5.4.2.14. Is access to runways and parking areas adequate, considering the level of station activity?

A5.4.2.15. Is approach, runway, and taxiway lighting operational and adequate?

A5.4.2.16. Are appropriate command and control systems and support information systems identified? Have restoration actions and workarounds been considered in case of their loss?

A5.4.2.17. Are airlift requirements adequately identified as specified in AFR 76-38?

A5.4.2.18. Are joint operational agreements negotiated where combined services are involved?

A5.4.2.19. Can onload and offload bases accommodate the aircraft performing the missions?

A5.4.2.20. Are force closure times established including closure priorities for each element of the force?

A5.4.2.21. Is all aircraft sortie activity, including peak activity in a 24-hour period, and fuel per sortie by type aircraft at en route and employment bases, identified in the plan?

A5.4.2.22. Is wartime aircraft activity at all bases required for this plan included and identified by plan number in the USAF WMP-4?

A5.4.2.23. Are sortie and flying hour rates in consonance with the approved US Air Force rates in the USAF WMP-5? (The war fighting CINC is not operationally constrained to approved WMP-5 rates; however, logistics and manpower support has been sized based on the WMP-5 planning factors.)

A5.4.2.24. When they are different than the approved factors in the USAF WMP, have planned expenditure rates for munitions and associated war consumables been identified?

A5.4.2.25. Are aircraft configurations identified (such as, armament loads, external fuel tanks, etc.)?

A5.4.2.26. Are target folders current and crews familiar with mission requirements? Do means exist to make fast, high-quality copies of target materials?

A5.4.2.27. Are all control frequencies, communications procedures, code words, and identification procedures established?

A5.4.2.28. Does the plan identify the specific times or situations requiring augmentation by forces from other commands?

A5.4.2.29. Are provisions made for obtaining overflight rights from the countries concerned?

A5.4.2.30. Are en route servicing facilities for aircraft deployments identified?

A5.4.2.31. Are Air Mobility Support Squadron (AMSS) Tanker Airlift Control Element (TALCE) organized and assigned to en route and employment bases?

A5.4.2.32. Are appropriate country clearances obtained for deploying units and support personnel?

A5.4.2.33. Have emergency airfields and routes been established for deployment and employment phases?

A5.4.2.34. Are current operational training policies adequate to ensure mission accomplishment?

A5.4.2.35. Are aircrews properly briefed, trained, and equipped?

A5.4.2.36. Are search and rescue operations provided in sufficient quantity, detail, and depth?

A5.4.2.37. Are life support and survival equipment requirements met? Is life support and survival training up-to-date?

A5.4.2.38. Are rules of engagement clearly delineated?

A5.4.2.39. Does the plan include current escape and evasion information? Are safe areas designated? Are appropriate frequencies and codes established for communicating with downed aircrews and SAR forces? Are they trained in their use?

A5.4.2.40. Are requirements for psychological operations and unconventional warfare considered?

A5.4.2.41. Does the plan provide for recovering captured US personnel?

A5.4.2.42. Are operational reporting requirements identified and procedures established to collect and transmit required data?

A5.4.2.43. Are reporting requirements of this plan consistent with established JCS, US Air Force, unified, and allied command reporting procedures?

A5.4.2.44. Are quantitative and qualitative deficiencies identified? Are steps being taken to address deficiencies? Is the commander regularly updated on progress?

A5.4.2.45. Can existing facilities support plan execution?

A5.4.2.46. If new facilities are required before the plan is executed, has a target date for completion been established?



A5.4.2.47. Are bases and facilities of other commands tasked beyond present capabilities? If yes, what action is taken to meet requirements of the plan?

A5.4.2.48. Is a military construction project (MCP) or other specially funded construction required? If yes, is proper support given to the host command so approval and funding can be obtained for the project?

A5.4.2.49. Are all limiting factors identified? Are corrective actions being taken? Is the commander regularly updated on progress?

A5.4.2.50. What are the facility limitations on mass launch and recovery?

A5.4.2.51. If required, has a proper C3 protection analysis been performed? Are necessary corrective actions being taken?

A5.4.2.52. Have ABO operations been defined to provide passive defense and recovery capabilities before, during, and after a contingency?

A5.4.2.53. Have essential contractor-provided supplies and services as defined in DoDI 3020.37 been identified?

A5.4.2.54. Where contractors perform essential services (see DoDI 3020.37 and Chapter 17, paragraph 17.3.), have actions been taken to:

A5.4.2.54.1. Assess on an annual basis the impact of unanticipated or premature loss of contractor support to mobilizing and deployed forces and address this assessment in relevant OPLANs?

A5.4.2.54.2. Include provisions in OPLANs or other contingency plans to assume or supplement contractor supplied essential services during crisis situations with military, DoD civilian, and/or host nation resources?

A5.4.2.54.3. If no alternate sources can be obtained, accept the risk of disrupted services and plan accordingly?

A5.4.2.54.4. Include provisions for evacuation of contractor dependents in overseas noncombatant evacuation plans?

#### **A5.5. Intelligence Checklist:**

A5.5.1. The mission of aerospace intelligence is to provide intelligence support to effectively employ Air Force forces and to support authorized needs for aerospace intelligence by other activities. The role of the intelligence planner is to identify and provide the intelligence resources required to successfully implement the operations plan. This can best be accomplished by providing a thorough intelligence estimate of the situation and well coordinated plans, annexes, and appendices to OPLANs.

A5.5.2. The intelligence planner must be able to answer these questions after completing the intelligence planning:

A5.5.2.1. Does the intelligence mission statement clearly support the command mission?

A5.5.2.2. Is the situation paragraph based on the latest available intelligence?

A5.5.2.3. Are the geographical, topographical, hydrographical, climatological, political, economic, sociological, technological, transportation, telecommunications, and scientific characteristics of the area of operations clearly specified?

A5.5.2.4. Does the guidance for the estimation process consider the intelligence mission, enemy situation, enemy capabilities, and possible courses of action with supporting logic for each identified course?

A5.5.2.5. Are essential elements of information (EEI) developed for all phases of this plan?

A5.5.2.6. Is each EEI assigned a priority?

A5.5.2.7. Is the Concept of Intelligence Operations complete in its identification of agencies and organizational relationships?

- A5.5.2.8. Are all intelligence tasks identified, defined, and assigned?
- A5.5.2.9. Is intelligence guidance clearly stated so definitive results can be achieved?
- A5.5.2.10. Does the guidance clearly define: activity indicators, all available collection resources, procedures for time sensitive collection occasioned by fleeting opportunities, and detailed instructions for reporting?
- A5.5.2.11. Does the reconnaissance guidance include routine and emergency reporting procedures?
- A5.5.2.12. Are procedures established for handling, processing, and exploiting unique reconnaissance products?
- A5.5.2.13. Is the description of processing and production of intelligence clearly worded and easily understood to ensure the product meets the requirements?
- A5.5.2.14. Are intelligence dissemination and coordination requirements and associated C3 clearly stated?
- A5.5.2.15. Are procedures and associated C3 established to ensure the timely dissemination of intelligence to lower, lateral, and higher echelons?
- A5.5.2.16. Are requirements and procedures for secondary imagery dissemination systems (SIDS) identified?
- A5.5.2.17. Are the enemy strengths and weaknesses, including composition of forces, location, disposition, reinforcement capabilities, movements, activities, logistics capabilities, weapons, operational ready rates, technical capabilities, and electronics clearly identified? Are procedures established to update this information?
- A5.5.2.18. Are the targets responsive to the OPLAN mission and concept of operations?
- A5.5.2.19. Is supporting target intelligence documentation and research material identified? Are there means to produce and distribute high-quality copies of target and other materials for use in target planning and mission folders?
- A5.5.2.20. Are procedures for maintaining all target intelligence aspects of the OPLAN current? Are they clearly identified?
- A5.5.2.21. Have recommendations been made for weapon types and application against specific targets?
- A5.5.2.22. Does the target list contain installation identification elements?
- A5.5.2.23. Are suitable escape and evasion (E&E) kits available?
- A5.5.2.24. Are provisions made for receiving and debriefing evadees, escapees, and repatriated personnel?
- A5.5.2.25. Are procedures developed for handling prisoners, captured documents, and material?
- A5.5.2.26. Are intelligence activity personnel requirements fully identified? Are organizations tasked to provide reserve or active intelligence augmentees? Is training for augmentees provided?
- A5.5.2.27. Does the intelligence logistic requirement specifically identify all equipment and facilities needed to support established intelligence functions?
- A5.5.2.28. Are intelligence administrative requirements clearly stated?
- A5.5.2.29. Are appropriate noncommitted foreign force orders of battle clearly identified?
- A5.5.2.30. Are potential threats to air routes, installations, and personnel identified?

- A5.5.2.31. Are potential terrorist or saboteur threats to aircraft, installations, and personnel identified?
- A5.5.2.32. Are enemy transportation assets identified to include airfield types, length of runways, utilities available, road and rail networks, inland waterways, and covered and open intransit storage facilities?
- A5.5.2.33. Are communications channels established to allow a continuing flow of intelligence to all concerned with appropriate transmission security?
- A5.5.2.34. Are Air Force Intelligence Command operations and support requirements considered?
- A5.5.2.35. Are intelligence data handling systems reporting requirements identified? Is appropriate software available?
- A5.5.2.36. Are the appropriate intelligence data base requirements and electronic interfaces correctly identified to support the plan?
- A5.5.2.37. Are required intelligence data bases currently and readily available for relocation if required?
- A5.5.2.38. Are point positioning data base (PPDB) requirements included?
- A5.5.2.39. Are procedures developed for providing signals intelligence support according to MJCS-111-88?
- A5.5.2.40. Are procedures and EEI established to evaluate the impact, success, or limitation on the operation during and after plan execution?
- A5.5.2.41. Are provisions made for ensuring historical documentation of the operation?
- A5.5.2.42. Are procedures established to ensure the timely fusion and application of intelligence into estimates and targeting for the plan?

#### **A5.6. Counterintelligence Checklist:**

- A5.6.1. The AFOSI unit at any command level must maintain counterintelligence (CI) programs that are responsive to security planning and operational requirements.
- A5.6.1.1. These programs include maintaining an active CI collections program. This program is designed to aggressively acquire and promptly provide CI information to Air Force commanders per HQ AFOSI guidance.
- A5.6.1.2. The Counterintelligence Appendix (Attachment 2, Figure A2.16.) depicts the subversive situation and sets forth counter-intelligence objectives, capabilities, and tasks in the context of the AFOSI role in fulfilling the Air Force counterintelligence mission.
- A5.6.2. AFOSI units must use their capabilities and resources effectively and maintain adequate liaison with intelligence, security, and police agencies within their operational areas.
- A5.6.3. The Counterintelligence planner must be able to answer these questions to complete the CI plan:
- A5.6.3.1. Does the situation estimate address the threat (HUMINT, physical security, internal security, and other key factors) to the Air Force role and mission adequately?
- A5.6.3.2. Does the HUMINT threat estimate stress that every Air Force military member and civilian employee must be considered a potential target for espionage recruitment and must comply with the reporting requirements of AFI 71-101, Vol I?
- A5.6.3.3. Does the physical security threat estimate consider sabotage in the context of the strategic role of the Air Force?
- A5.6.3.4. Does the plan depict the CI and related special investigations mission and responsibilities of AFOSI per AFMD 38.

**A5.7. Air Base Operability Checklist:**

A5.7.1. The Air Base Operability (ABO) planner must ensure adequate passive defense and recovery measures are addressed throughout the plan.

A5.7.2. To effectively address required measures, the ABO planner must be able to answer the following questions. Functional area representatives will have to provide information and subject area expertise to coordinate and integrate capabilities and tasks.

A5.7.2.1. Has a current threat assessment and vulnerability study been accomplished for the beddown location and surrounding area?

A5.7.2.1.1. Did the threat assessment and vulnerability analysis cover geographically separated mobile or fixed units (e.g., radar and communications sites) that the unit is responsible for?

A5.7.2.1.2. Did the functional area representatives assist in the vulnerability analysis once the threat was clearly defined?

A5.7.2.1.3. Do Joint Service Agreements exist for effective active and passive defense operations?

A5.7.2.2. Are camouflage, concealment, and deception (CCD) procedures, personnel, and equipment available for wartime employment?

A5.7.2.3. Is a coordinated dispersal plan available to decentralize critical resources and personnel?

A5.7.2.3.1. Are aircraft, equipment, spares, and essential vehicles which can't be sheltered identified in the dispersal plan?

A5.7.2.3.2. Are there at least two access routes to each dispersal area?

A5.7.2.3.3. Are dispersal pads revetted (or do plans exist for expedient hardening) if they are used for aircraft, equipment, spares, or vehicles?

A5.7.2.3.4. Are natural camouflage and CCD assets scheduled to be used in conjunction with dispersal in order to maximize survivability?

A5.7.2.4. Are nuclear, biological, chemical, and conventional (NBCC) defense measures and equipment available to meet the threat?

A5.7.2.5. Are sufficient protective shelters constructed, or expedient methods available with equipment and supplies, to provide protection from non-nuclear weapons effects?

A5.7.2.6. Are damage assessment and survey teams assigned, trained, and equipped to detect, locate, and report attack damage, NBC contamination, and unexploded ordnance (UXO)?

A5.7.2.6.1. Are user/owning organizations providing their own manpower resources for scheduled Camouflage, Concealment, and Deception programming?

A5.7.2.7. Are sufficient explosive ordnance disposal teams available and equipped to safe and remove UXOs?

A5.7.2.7.1. Are Individual Protective Equipment standards identified for deploying personnel or from intratheater stocks?

A5.7.2.7.2. Are warning and notification systems programmed for local area warning and theater notification and reporting through SATCOM and Giant Voice capabilities?

A5.7.2.7.3. Have NBC detection contamination control systems been designed?

A5.7.2.7.4. Have requirements for disaster preparedness augmentees been identified for specialized NBC defense and recovery operations?

A5.7.2.8. Have rapid runway, utility, and facility repair capabilities been adequately addressed and equipped?

A5.7.2.9. Are sufficient crash rescue and fire suppression capabilities available?

A5.7.2.10. Are critical ABO supplies and equipment for wartime tasks stored in war reserve materiel support areas?

A5.7.2.11. Have the host nation or other services tasked to support required ABO operations been identified?

A5.7.2.11.1. Have specific unit shortfalls been fully negated by support agreements with the host nation, allies, and/or other US forces?

A5.7.2.11.2. What support has the unit agreed to provide host nation, allied, and/or other US forces?

A5.7.2.11.3. If collocated with host nation or allied forces, have standardized alarm signals, response, and recovery procedures been established?

A5.7.2.12. Are essential utility, fuel, water, and other resources available to support ABO personnel and equipment under potential or actual attack conditions?

A5.7.2.13. Are vehicles and transportation services available to support the survive-to-operate requirements of specialized ABO tasks and the base population?

A5.7.2.14. Have the command, control, communication, and computer system requirements and procedures been identified to support ABO operations?

A5.7.2.14.1. Have communications-outage procedures been established?

A5.7.2.15. Have facilities and specific operating procedures and responsibilities been established for the primary and alternate SRC and functional area control centers?

A5.7.2.16. Have personnel been trained to accomplish common tasks required during ABO operations (i.e., use of CCD materials, fire fighting, expedient hardening techniques, and field shelters).

A5.7.2.17. Are all ABO operational limiting factors (forces, equipment, materiel, etc.) identified and stated in the plan?

A5.7.2.17.1. Have NBC defense material requirements been identified for local contracting actions?

A5.7.2.18. Are priorities for attack protection and damage repair identified?

A5.7.2.19. Are unnecessary delays eliminated to expedite response procedures? For example:

A5.7.2.19.1. Do NBC reconnaissance and damage assessment teams automatically dispatch upon declaration of Alarm Black during NBC attack situations (versus waiting for SRC direction)?

A5.7.2.19.2. Are WOC/SRC and functional area control center relocation procedures clearly defined?

A5.7.2.19.3. Have procedures been established to expedite entrance to restricted areas (while still maintaining positive access verification) during Alarm Black operations?

A5.7.2.20. Have response procedures which actually detract from mission effectiveness been eliminated? For example:

A5.7.2.20.1. During Alarm Black, are personnel in filtered facilities erroneously expected to remain in full chemical gear (to include protective mask) once the filtration system's integrity has been verified?

A5.7.2.20.2. Are personnel erroneously expected to decontaminate items or surfaces that aren't essential to mission operations?

A5.7.2.20.3. Are personnel erroneously expected to evacuate facilities because of a UXO, regardless of the weapon size, facility protection factor, or criticality of mission operations?

A5.7.2.21. Do ABO planning documents take into account, and prepare for, non-standard contingencies? For example:

A5.7.2.21.1. Does guidance address response to a small arms attack against a portion of the installation (if appropriate to the threat)?

A5.7.2.21.2. Are procedures outlined to respond to, and recover from, major accidents (conventional weapons mishaps, aircraft crashes, etc.) occurring during wartime operations?

A5.7.2.21.3. Does guidance address (threat dependent) "nuclear alarm black" procedures (i.e., what protection do personnel require and what rotation system exists for personnel forced to remain outside, etc.)?

A5.7.2.22. Do ABO planning documents integrate response actions, ensure coordinated efforts, and eliminate duplication? For example:

A5.7.2.22.1. Do internal communications procedures prevent separate personnel within a single control center from notifying the same subordinate activity with redundant information?

A5.7.2.22.2. Has an installation blackout plan been developed if the unit is the host?

A5.7.2.22.3. If not the host, do unit blackout procedures adhere to the host base and surrounding community blackout plan?

#### **A5.8. Logistics Checklist:**

A5.8.1. The Logistics Annex to any plan provides the basic logistics guidance and lists resources the commander can apply for the operation. The role of the logistics planner is to ensure the necessary sustained wartime capability is attained and maintained. This requires extensive preplanning, coordination with the operations planner during development of the plan, and extensive knowledge of plans to meet operational requirements. Without assured logistics support of the committed forces, no combat operation can be initiated or concluded successfully. Assumptions in the Logistics Annex must be held to an absolute minimum or the support of a plan can be seriously jeopardized.

A5.8.2. To assure logistics support for the mission, the logistics planner must be able to answer these questions:

A5.8.2.1. Have logistics command and control communications needs been addressed?

A5.8.2.2. Have all support requirements for incoming forces been addressed?

A5.8.2.3. Are logistics reporting procedures clearly defined?

A5.8.2.4. Have plans been developed for forward movement to the theater, dispersal in theater, evacuation from the theater, and redeployment to home station? Have site drawdown/closure plans been developed?

A5.8.2.5. Have plans and procedures been developed for a Logistics Readiness Center (LRC) at the deployed locations?

A5.8.2.6. Has the requirement for Joint Support, Reception, and/or Base Support plans been addressed?

A5.8.2.7. Are combat committed units, equipment, and supplies available? Are they ready for employment?

A5.8.2.8. Are special weapon determinations established to move, load, and evacuate special weapons as necessary?

A5.8.2.9. Are supply accounts established? Have SRANs been activated on these accounts? Are there procedures established for high priority items that need to be shipped to the deployed location (i.e., MICAP items)? Is there a designated project code to indicate the urgency of need for parts to support this contingency?

A5.8.2.10. Are there adequate storage facilities available for equipment and supplies, including War Reserve Materiel (WRM)? Are they revetted or bermed? Has quantity-distance criteria been met for explosive hazards?

A5.8.2.11. Are authorized quantities of WRM identified? Are they prepositioned?

A5.8.2.12. Are War Reserve Engines (WRE) authorized and available?

A5.8.2.13. Are POL requirements, including ground fuel (gasoline, diesel, and kerosene), at forward bases determined? Is a provisioning plan included? Are storage sites revetted or bermed?

A5.8.2.14. Are support equipment (SE) spares and spare parts lists prepared? Has loss due to attack damage been considered?

A5.8.2.15. Are the Air Force Materiel Command, Defense Logistics Agency, or other support agencies informed of specifics concerning item shortages and additional material requirements for initial or follow-on support of this plan? (Include contractors when their support is required for successful execution.)

A5.8.2.16. Are the follow-on support procedures and responsibilities established?

A5.8.2.17. Are policies and procedures established relative to materiel, facility, and personnel requirements to include acquiring special or project equipment, local procurement, storage, dispersal, and disposal? Are these policies and procedures in consonance with those established by higher authority?

A5.8.2.18. Are all resupply considerations clearly identified (such as, levels of supply, requisitioning, and resupply time reorder and shipping time, air or surface modes, etc.)?

A5.8.2.19. Does the transportation appendix establish a concept which outlines the scheme of transportation operations to support the basic plan?

A5.8.2.20. Are transportation policies established, responsibilities and tasks assigned, and coordination obtained from among all participating units?

A5.8.2.21. Does the plan provide for transporting dangerous cargo? Are vehicle NBC decontamination procedures addressed?

A5.8.2.22. Does the transportation concept in the OPLAN comply with current transportation policies and procedures and the support plan?

A5.8.2.23. If air terminal operations are involved, are adequate personnel, materiel handling equipment, and communications support equipment identified?

A5.8.2.24. Does the plan allow for enough motor vehicle transportation support, including vehicle maintenance, to deployed Air Force units or other services when the Air Force is tasked to provide this support?

A5.8.2.25. Does the plan identify shortages in licensed operators, serviceable motor vehicles, and 463L materiel handling equipment?

A5.8.2.26. Does the plan provide for the local hire or lease of motor vehicles and vehicular equipment and indigenous civilian operators?

A5.8.2.27. Are host nation commercial transportation capabilities assessed and tasked if available? Are Air Force deployments adjusted when host nation assets are available and tasked?

A5.8.2.28. Does the plan identify and allow for the capabilities and limiting features of transportation facilities at all airfields and water ports to be used?

A5.8.2.29. Are movement requirements, including desired priorities and modes of transportation, clearly identified for all phases of the plan (for example, deployment, employment, resupply, and redeployment)? Have movement requirements been transmitted to the supporting agency (for example, to the Army in the case of surface movement)?

A5.8.2.30. Are organic movement capabilities determined, deficiencies identified, and sufficient augmenting movement resources arranged? (If total movement requirements exceed total available movement resources capabilities, alternatives should be developed based on adjustments of force and timing.)

A5.8.2.31. Are transportation movement tables coordinated with all interested parties?

A5.8.2.32. Are all transportation assumptions identified in the OPLAN? Are they realistic?

A5.8.2.33. Have sustaining requirements (such as readiness spares packages (RSP), transportation packaging orders, and packing and crating materiel requirements) for both overseas and CONUS base transportation functions been determined? In cases where diagnostic and repair equipment cannot be deployed, are arrangements made to transport critical MICAP components to and from home station for repair? Are such components identified in advance?

A5.8.2.34. Are containers being used for surface and air shipments? If yes, is there sufficient container handling equipment at the onload and offload locations?

A5.8.2.35. Are transportation tables realistic and specific in terms of deployment, en route support and resupply?

A5.8.2.36. Are maintenance policies established?

A5.8.2.37. Are reporting procedures, such as AFM 65-110, established for maintenance data collection?

A5.8.2.38. Is maintenance support from the host command or base covered in the plan?

A5.8.2.39. Are adequate maintenance and modification facilities designated, authorized, and provided?

A5.8.2.40. Is necessary contractor technical support arranged?

A5.8.2.41. Are maintenance, supply, and other materiel support concepts stated? Is each support concept compatible with the others? Is each consistent with those established by higher authority?

A5.8.2.42. Are available munitions and other stores compatible with the armament of the aircraft?

A5.8.2.43. Are individual small arms weapons and ammunition available for deploying personnel if required?

A5.8.2.44. Has qualification of the aircraft for carriage of appropriate munitions or stores been established?

A5.8.2.45. Are all aspects of personnel housing covered adequately?

A5.8.2.46. Are all aspects of personnel funding covered?

A5.8.2.47. Are support requirements for deployed personnel specified in terms of population at forward bases?

A5.8.2.48. Are adequate interservice support agreements developed to support the plan?

A5.8.2.49. Are capabilities of friendly forces, including non-US when applicable, identified to support the mission in terms of compatibility and availability? Are procedures for cross-support outlined?

A5.8.2.50. Has capability to render support to other friendly forces been appraised and communicated to these forces?



- A5.8.2.51. Has a logistics appraisal or a logistics estimate of the plan been accomplished as required?
- A5.8.2.52. Has a method of accountability for all equipment, supplies, and spares for the committed forces been determined?
- A5.8.2.53. Are noncombatant plans coordinated with the Army and the Department of Health and Human Resources who are responsible for the reception and rearward movements of noncombatants in the CONUS?
- A5.8.2.54. Has the CONUS transportation capability been quantitatively and qualitatively assessed to determine if it is adequate to support the specific plan?
- A5.8.2.55. Have HQ USAF and HQ AMC been advised of logistics limitations which are beyond the control of the command to eliminate?
- A5.8.2.56. Has the need for local procurement of goods and services been considered?
- A5.8.2.57. When local government support is required, is responsibility assigned and coordination obtained from other services when appropriate?
- A5.8.2.58. Is procurement planning consistent with current or planned agreements with allied or host nations?
- A5.8.2.59. Have essential contractor-provided supplies and services as defined in DoDI 3020.37 been identified?
- A5.8.2.60. Where contractors perform essential services (see DoDI 3020.37 and Chapter 17, paragraph 17.3.), have actions been taken to:
- A5.8.2.60.1. Assess on an annual basis the impact of unanticipated or premature loss of contractor support to mobilizing and deployed forces and address this assessment in relevant OPLANs?
- A5.8.2.60.2. Include provisions in OPLANs or other contingency plans to assume or supplement contractor supplied essential services during crisis situations with military, DoD civilian, and/or host nation resources?
- A5.8.2.60.3. If no alternate sources can be obtained, accept the risk of disrupted services and plan accordingly?
- A5.8.2.60.4. Include provisions for evacuation of contractor dependents in overseas noncombatant evacuation plans?
- A5.8.3. To provide for efficient retrograde operations, the planner must answer these questions:
- A5.8.3.1. Is each base to hold retrograde for airlift or is retrograde to be moved to a central base for consolidation?
- A5.8.3.2. Is there a consolidation site in each country or are there a set number for the theater?
- A5.8.3.3. How is retrograde to move from the base to the consolidation point?
- A5.8.3.4. Is all retrograde to be sorted, packaged and identified prior to return?
- A5.8.3.5. What is the system to be used during execution of the plan to set and change retrograde procedures and priorities?
- A5.8.3.6. What items of retrograde carry what preplanned priority?
- A5.8.3.7. What UTCs are included in the OPLAN TPFDD to provide adequate retrograde support?
- A5.8.3.8. Who are the supported commander's OPRs for retrograde planning? Who are the OPRs for retrograde planning at each deployment base?
- A5.8.3.9. What means of retrograde accountability and visibility are available and required?

**A5.9. Comptroller Checklist:**

A5.9.1. The Comptroller Appendix to any plan provides basic, but essential comptroller guidance in enough detail to communicate how the comptroller will support the plan. The role of the supported comptroller and comptroller planner is to ensure the necessary capability is attained. This requires extensive preplanning and coordination with the operations planners and other support planners. Comptroller planners must have or gain extensive knowledge of the plan's basic operational assumptions and requirements. Without assured combat support and combat service support of committed forces, no combat operation can be sustained.

A5.9.2. The comptroller planner must be able to answer these questions:

A5.9.2.1. Are the missions, tasks, and objectives clearly stated?

A5.9.2.2. Does the comptroller concept of operations relate to and support the operational missions, tasks, and objectives of the plan?

A5.9.2.3. Are comptroller command, control, and support relationships clearly defined?

A5.9.2.4. Are all organizations required to support the plan properly identified and tasked (security police, banks, Army, etc.)? Are all tasked organizations aware of their responsibilities, including the preparation of supporting plans and annexes?

A5.9.2.5. Are the assumptions used in the plan valid, reasonable, and necessary?

A5.9.2.6. Has the comptroller plan been coordinated (down, up, and laterally) between staff sections, organizations, and commands to ensure that personnel in all agencies are aware of their responsibilities?

A5.9.2.7. Are staff officers familiar with the plan? Are the battle staff and command post exercising the plan?

A5.9.2.8. Are all the people, equipment, material, funds, and facilities necessary to carry out the plan available and/or planned for? If not, are the proper agencies advised to correct the problems? Is enough equipment available within the command to support the plan (i.e. field safes, etc.)? If not, is augmenting equipment identified in the TPFDD?

A5.9.2.9. Are those requirements needed to sustain operations clearly identified, documented, and tasked?

A5.9.2.10. Are supporting plans, supplements, instructions, and checklists prepared at all levels of command for plan execution? At each level of command, does a plan outline the integration of augmenting forces into the theater comptroller system?

A5.9.2.11. Are reports identified and procedures established to ensure that submission schedules are met?

A5.9.2.12. Are limiting factors identified and are actions being taken to correct deficiencies (i.e. availability of foreign currency, security of funds, destruction of funds, weapons for fund escorts, computer support, etc.)? Would waiving current directives, policies, or procedures resolve any potential limiting factors?

A5.9.2.13. Is guidance provided on whether individuals will be required to deploy with small arms and ammunition?

A5.9.2.14. Have site surveys been accomplished by qualified comptroller personnel to ensure all requirements have been identified and documented (banking support, availability of U.S. and foreign currencies, facilities to secure funds, etc.). Have reception plans been made for augmenting forces to include, at least, maps to deployment sites, intratheater transportation, logistic LOCs, etc.?

A5.9.2.15. Are joint comptroller support agreements negotiated where combined services are involved?

A5.9.2.16. Does the plan identify the specific times or situations requiring augmentation by forces from other commands?

- A5.9.2.17. Are current comptroller training policies adequate to ensure comptroller support and mission accomplishment?
- A5.9.2.18. Are comptroller C2 and reporting requirements of this plan consistent with established JCS, USAF, unified, and allied command reporting procedures?
- A5.9.2.19. Are quantitative and qualitative deficiencies identified? Are steps being taken to address deficiencies? Is the commander regularly updated on progress?
- A5.9.2.20. Does the plan ensure that non-essential comptroller functions are performed away from high threat areas to minimize exposure of combat service support personnel and the overloading of logistics and medical facilities and capabilities?
- A5.9.2.21. Does the plan address how, when, and where comptroller functions and responsibilities will be transferred if the situation dictates? Is this information clearly identified in the plan? If the automated information system facility is destroyed, are there alternate methods of processing data? How will supported organizations be advised of the situation and plans to provide support from alternate facilities? For file restorations, are tapes hand-carried to alternate sites?
- A5.9.2.22. Does the plan clearly identify support required from other functions (i.e. communications, computer, security, transportation, etc.)? Has a plan which addresses the actions to be taken during a prolonged loss of base computer support been developed? Do plans exist which include arrangement for essential electrical power and back up?
- A5.9.2.23. Are all resupply considerations clearly identified (i.e. U.S and foreign currency, obligation authority, forms, supplies, equipment, etc.)?
- A5.9.2.24. Does the plan detail how the supporting MOB comptroller will provide reception, beddown, and sustained comptroller support for non-MOB locations? Have organizational relationships for comptroller operations been defined for MOB and non-MOB locations?
- A5.9.2.25. Does the plan detail how comptroller responsibilities will be fulfilled in the absence of computer support and established lines of communications?
- A5.9.2.26. Are adequate interservice support agreements developed to support the plan? (i.e. cash replenishment, etc.).
- A5.9.2.27. Have activities been determined? After the initial surge of activity, what actions must be taken to support sustained operations?
- A5.9.2.28. Has the need for location procurement of goods and services been considered? Has coordination and planning with contracting been accomplished? Will contracting have representatives at all locations where there is comptroller representation? If not, how will contracting needs be met?
- A5.9.2.29. Is the statement for support manpower consistent with comptroller wartime manpower sizing guidelines? Is it assumed that local national employees will be retained as part of the work force? Do local national employees have wartime obligations which will make them unavailable to perform their wartime duties?
- A5.9.2.30. If noncombatant evacuation is part of the plan, will each evacuee presently holding an authorized position require a military replacement? Are responsibilities and procedures established in the event of noncombatant evacuations? Have all Services agreed to a common policy regarding payments to NEO personnel at the APOD?
- A5.9.2.31. Does the plan address command policies regarding personal check cashing? When personnel are in full chemical gear, have security policies and procedures been established to protect against robberies?
- A5.9.2.32. Have host nation banking policy and procedures been analyzed and outlined in sufficient detail to preclude last minute delays and unexpected check cashing surcharges? If local construction materials and supplies and/or third country labor forces are required, what method of payment is required (contract, payment in US or foreign currency or precious metals, etc.)?

A5.9.2.33. Have additional funding requirements been estimated for MOB and non-MOB locations to support reception, beddown, and employment of forces? Are MOB comptrollers aware of the requirement to establish initial funding requirements for supported non-MOB locations?

A5.9.2.34. Have non-emergency comptroller activities which can be postponed during initial surge activities been identified? Have workarounds and alternate plans of action been developed to deal with the workload when comptroller READY personnel are withdrawn from the comptroller organizations and assigned to READY tasks?

A5.9.2.35. Have LOCs for obtaining and distributing military payment certificates been established and identified? Is the OPR who will provide direction on the use of military payment certificates been identified?

A5.9.2.36. Is guidance established to process supply requirements without fund edits?

A5.9.2.37. Have MAJCOM agent instruction packages been developed to provide general guidance concerning disbursing agent and impressed fund cashier operations?

A5.9.2.38. Has the commander been advised of the limits of his/her authority concerning the purchase of goods and services using appropriated funds?

**A5.10. Legal Checklist.** The Staff Judge Advocate is not only interested in the administration of military justice, claims processing, civil law, and international law, but is also concerned with OPLAN consistency with international law and agreements. In accomplishing planning duties, the Staff Judge Advocate or his representative should review each plan to answer, at a minimum, these questions (references are to other portions of a plan besides the Legal Appendix which may contain information essential to a thorough legal review) in the following areas.

#### **A5.10.1. Personnel, Mobilization, and Deployment:**

A5.10.1.1. Are additional judge advocate personnel required to implement the plan? If yes, have supported commands notified functional area managers of their requirements? Have functional area managers identified resources in supporting commands to source these requirements? Have supporting commands identified and notified their personnel that they are subject to deployment and tasked them with mobility training?

A5.10.1.2. Have base staff judge advocates developed mobility planning procedures and have judge advocate personnel subject to mobilization and deployment exercised them?

A5.10.1.3. In the event of actual mobility and deployment, does the plan call for staff judge advocates to go through supervisory levels of command to MAJCOMs and then to AF/JAX to request additional manning support from active duty, reserve, or Guard personnel?

#### **A5.10.2. Military Justice:**

A5.10.2.1. Are matters related to the administration of military justice over US personnel consistent with the UCMJ and other applicable DoD policies and directives, such as JCS Pub O-2 and the AFR 111-1 provisions governing the imposition of discipline within joint commands?

A5.10.2.2. Does the plan contain a proposed command structure? Does the command structure reflect what commanders will be convening authorities? Has there been a determination of assignment or attachment of all personnel for courts-martial jurisdiction? Have these aspects of the plan been reviewed by AF/JAJM? (see Annex J.)

A5.10.2.3. Has there been a determination of assignment or attachment of all personnel for administrative actions?

A5.10.2.4. Does the assignment or attachment include personnel of all organizations, units, and elements involved?

A5.10.2.5. Does the plan indicate a preference for imposing military justice actions in theater?

A5.10.2.6. Does the plan state that upon declaration of war, or while receiving special pay under 37 USC 310, prescribed limitations on punishment for violations of Articles 82, 85, 90, 112a, 113 and 115 are suspended or increased?

A5.10.2.7. Does the plan indicate what effect "in time of war" UCMJ provisions have on disciplinary actions? Does it state that the GCM Convening Authority will provide guidance on disposition of serious offenses, and capital offenses and referral to inferior courts or deposition testimony used in trial thereof? Does it state that cases involving Art 106, UCMJ, offenses should always be treated as capital offenses?

A5.10.2.8. Does the plan provide for whether pretrial confinement will be accomplished in the AOR? If not, where will pretrial confinement occur? Does the plan state whether post-trial confinement in theater is authorized? If not, where will it occur? Can joint facilities be used?

A5.10.2.9. Has the numbered air force (NAF)/air component reviewed AFI 38-101 and the need for a provisional unit structure, and exercised same?

A5.10.2.10. Have legal offices exercised the administration of military justice (i.e., the imposition of Article 15s and the trial of courts-martial) to see whether they can make AMJAMS inputs, AFOs can take forfeitures, and PERSCOs can obtain RIPs and input reductions?

A5.10.2.11. Does the plan establish Article 15 appellate authorities for units?

A5.10.2.12. Have NAF/air component and subordinate legal offices ensured court reporting equipment will be available?

A5.10.2.13. Does the plan contemplate whether facilities and logistics will be available to support courts in theater and possible location for such venues? If courts cannot be tried in theater, does the plan identify other potential locations outside the theater for such trials?

A5.10.2.14. Do legal offices know who will provide criminal investigative services in theater?

### **A5.10.3. International and Operations Law:**

A5.10.3.1. Are the missions and objectives in compliance with international agreements, and other principles of international law, including the law of armed conflict? (See Annex C.)

A5.10.3.2. Do peacetime and wartime rules of engagement, if any, comply with the law of armed conflict and have they been reviewed to ensure they are not overly restrictive? (See Annex C, Appendix 8.)

A5.10.3.3. Review current basing rights agreements, overflight and transit arrangements, logistical support agreements, and similar agreements, and how they may affect combat operations in theater.

A5.10.3.4. Does the plan provide for obtaining rights or privileges needed for staging through ports and airfields, overflying and transiting airspace, for using bases and other operational areas, and using logistical support areas? If so, do the proposed or actual agreements comply with international law and US policy and have legal efficacy in wartime?

A5.10.3.5. Does the plan contain guidance for negotiating bilateral or multilateral international agreements of any kind? Does it refer to the limitations on negotiating international agreements in AFI 51-701? Do any draft status of forces agreements grant the United States exclusive criminal jurisdiction over members of the US forces, exempt them from civil jurisdiction, and provide for settling third party claims according to US law so as to secure our right to exercise primary jurisdiction?

A5.10.3.6. Does the plan require legal offices to establish relations with nearest U.S. and host nation embassies?

A5.10.3.7. Does the plan refer to any "prior consultation" requirements in international agreements and have they been complied with prior to the U.S.'s using force?

A5.10.3.8. Does the plan refer to what Mutual Support Acts, if any, apply?

A5.10.3.9. Does the plan require legal offices to know about and educate commanders and staff agencies about limitations on their authority to loan/transfer property to host governments?

A5.10.3.10. Does the plan refer to the legal authority to provide critical goods/services (e.g. aviation fuel, refueling services) to allies?

A5.10.3.11. Are SJAs and their commanders aware of the limitations on their authority to leave U.S. property in host nation on redeployment? Does the plan contain these?

A5.10.3.12. Does the plan require the review of agreements so that SJAs know with which countries the U.S. has mutual waiver of claims agreements?

A5.10.3.13. Does the plan state how host nations' laws affect the establishment of evacuation hospitals and their operation? Does it state whether the remains of deceased U.S. service personnel be transited through various countries without notice?

A5.10.3.14. Does the plan include what basing rights agreements exist with countries in which U.S. forces may be based and through which they may deploy? Does it state what overflight rights the U.S. has with these nations and how hostilities may affect their use?

A5.10.3.15. Does the plan require SJAs to advise commanders about U.S. emergency war legislation?

A5.10.3.16. Do USAF operations on foreign bases comply with pertinent international agreements, government policies, and local customs and control? Does the plan require a review about whether countries in which U.S. forces are stationed and/or likely to be operating in are party to Protocols I and/or II to the Geneva Conventions and whether projections of those Protocols will be extended to civilian persons, noncombatants, etc., in any of those countries?

A5.10.3.17. Does the plan state what status, e.g. administration and technical staff status, personnel at different levels of command have in a particular foreign country? Is this status granted by SOFA, other agreement, or by practice and custom? Have procedures been developed to maximize U.S. jurisdiction over its personnel? Who has approval/consent authority about the release of U.S. personnel for criminal or civil jurisdiction?

A5.10.3.18. Are ROE coordinated with other services? Were they developed with "jointness" in mind? Does the plan provide for this?

A5.10.3.19. Are ROE for contingencies preplanned and coordinated among planners, operators, and JA involvement?

A5.10.3.20. Do peacetime and wartime rules of engagement, if any, comply with the law of armed conflict and have they been reviewed to ensure they are not overly restrictive? (See Annex C, Appendix 8.) Are air base ground defense force ROE preplanned for AOR operations?

A5.10.3.21. Does plan provide that JAs will provide legal advice about LOAC and treatment of protected personnel according to applicable international treaty obligations of U.S., e.g. Geneva Convention, customary international law, and U.S. law and directives? Does it state JAs will review ROE at any level for clarity, consistency, and compliance with international law?

A5.10.3.22. Does the plan state JAs will also review all targeting decisions involving other than purely military targets that are made by commands which they support? Does it state JAs may function in an air components target planning cell?

A5.10.3.23. Does the plan state how to handle requests for political asylum or temporary refuge under AFI 51-704?

A5.10.3.24. Does the plan set out that SJAs will assist U.S. authorities conducting NEO activities and will coordinate NEO with Embassy Emergency Action Officer? When appropriate, does plan tell SJA to seek higher headquarters guidance on National Emergency Repatriation Plan, Applicable Social Act provisions, and applicable Presidential Executive Orders, e.g. EO 11490.

A5.10.3.25. Does the plan provide for the treatment, interrogation, custody, and transfer of enemy prisoners of war, and other detainees, evacuees, and refugees according to the Geneva Conventions of 1949? (See Annex E, Appendix 1.)

A5.10.3.26. Does the plan specify what U.S. responsibilities and rights are in dealing with representative of the International Committee of the Red Cross and/or protecting power?

A5.10.3.27. Does the plan provide for reporting and coordinating the investigation of alleged law of armed conflict violations in accordance with AFI 51-401?

A5.10.3.28. Does the plan provide that operations and activities of the medical service comply with the Geneva Conventions of 1949? (See Annex D, Appendix 3.)

A5.10.3.29. Does the plan provide guidance about the proper disposition of captured enemy material and war trophies?

A5.10.3.30. Have the following annexes been reviewed for compliance with international law, federal law, DoD and USAF policy, and service regulations: Meteorological and Oceanographic Services (Annex H), Personnel (Annex E), Operations - Chemical and Biological Warfare (Annex C, Appendix 2), and Special Operations (Annex C, Appendix 5)?

A5.10.3.31. If there are any questions whether the plan complies with international law, has AF/JACI been consulted through command channels for resolutions?

#### **A5.10.4. Claims:**

A5.10.4.1. Does the plan provide for processing claims both for and against the United States arising from DoD operations according the United States law, pertinent military directives and international agreements?

A5.10.4.2. Does the plan contain combat or war damage claims procedures and manner in which claims arising from confiscation, seizure, and requisitioning of equipment, supplies, goods, etc., will be processed?

A5.10.4.3. Does the plan establish the legal offices of a NAF/air component as the sole claims settlement authority in the theater of operations?

A5.10.4.4. Are procedures established for the legal office to delegate to or receive settlements from the other services?

A5.10.4.5. Does the plan state which service has claims responsibility for each country in theater?

A5.10.4.6. Are there "Blood Chit Claims" or similar claims for which an exceptions to claims statutes and regulations must be made; if so, how are such claims handled?

A5.10.4.7. Does the plan state how combat and war damage claims will be referred? Who is designated within a command or unit to maintain claims log to record damage to civilian property or injury to or death of civilians?

A5.10.4.8. Since confiscation, seizure and requiring actions do not give rise to claims under AFI 51-201, who will the aggrieved persons be referred to according to the plan?

A5.10.4.9. Are claims payment procedures for in theater settlements detailed for NAF/air component legal offices and their subordinate legal offices?

A5.10.4.10. Does the plan contain guidance on processing claims for giving aid to U.S. aircrew members who land in enemy or hostile territory and plan to pay them on a priority basis?

A5.10.4.11. Does the plan detail procedures for command legal office notification of the U.S. diplomatic mission concerning foreign claims activities?

#### **A5.10.5. Acquisition and Procurement:**

A5.10.5.1. Is there a JAG on the reception team to advise on acquisition of services and facilities?

A5.10.5.2. Does the plan contain procedures for emergency procurement actions and guidance on fiscal law? Do legal personnel plan to advise commanders and procurement officers on procedures for emergency procurement actions?

A5.10.5.3. Emergency procurement. Does the plan state what the SJA's role will be to assist in emergency procurement actions and actions with a commander party where mission requirements cannot be met through normal supply and reinforcement channels?

A5.10.5.4. Have NAF/air component legal offices decided what kind of contract legal reviews should be done in theater and at what level?

#### **A5.10.6. Civil Law:**

A5.10.6.1. Does the Civil Affairs Appendix (Annex G) contain draft status of forces agreements, or similar agreements governing the rights, privileges, and obligations of US personnel when stationed in the foreign country or countries where operations will occur, if no such agreement exists? Has any draft been coordinated through command channels to AF/JACI for review?

A5.10.6.2. Does the Civil Affairs Appendix (Annex G) contain guidance on imposing and executing martial law and establishing a military government in occupied territory per WMP-1, Annex R?

A5.10.6.3. Does the plan provide guidance in implementing and executing the non-combatant evacuation operation (NEO) plans and is such guidance legally sufficient (see Annexes C and E)?

##### **A5.10.6.3.1. Legal Assistance:**

A5.10.6.3.1.1. Does the plan address providing such legal assistance as providing essential forms (e.g. POAs), notary public service, federal and state income tax sources, and information on combat zone tax benefits?

##### **A5.10.6.3.2. Computers/Communications Support:**

A5.10.6.3.2.1. Does the plan require deploying legal offices to be equipped with FLITE and JAG mail capability?

A5.10.6.3.2.2. Does the plan consider deploying legal offices communications requirements, to include their need for regular telephone service and secure communication such as STU-III systems?

A5.10.6.3.2.3. Does the plan require a computerized legal research data base, e.g. REFLEX program, for deploying units?

#### **A5.11. Manpower and Personnel Checklist:**

A5.11.1. The Personnel Annex to any plan provides information on the basic personnel resources available to the commander for the operation. Manpower requirements are defined, policies are established, and personnel are allocated to ensure successful accomplishment of the mission.

A5.11.2. The manpower planner must be able to answer these questions:

A5.11.2.1. Does the statement for support manpower represent a reasonable standard for a wartime or contingency situation? Is it excessive?

A5.11.2.2. Have unique workloads of the operation been identified and analyzed?

A5.11.2.3. Is it assumed that local national employees will be retained as part of the work force?

A5.11.2.4. Have all emergency essential civilian positions been identified and military backfill identified for other evacuated civilians?



- A5.11.2.5. Will in-theater, safe-haven bases require augmentation?
- A5.11.2.6. Have organizational relationships for the operation been defined?
- A5.11.2.7. Have organizational charts been included in Annex J?
- A5.11.2.8. Have manpower office resources been tasked to support the OPLAN?
- A5.11.2.9. Are nonstandard UTCs properly defined in SRF Force Supplement Data?
- A5.11.2.10. Have unit nomenclatures been established for each beddown location?
- A5.11.2.11. Have Personnel Accounting Symbol codes been assigned to new unit designations?
- A5.11.3. The personnel planner must be able to answer these questions:
  - A5.11.3.1. Have all assumptions been defined and considered?
  - A5.11.3.2. Are any special training requirements identified?
  - A5.11.3.3. Can the planned manpower requirements be met from active and reserve resources?
  - A5.11.3.4. Has the availability of DAF civilian personnel support been considered?
  - A5.11.3.5. Are there any skill shortages that cannot be met through substitution?
  - A5.11.3.6. Would waiving current directives, policies, or procedures resolve any potential limiting factors?
  - A5.11.3.7. Are all personnel factors which limit execution of the plan stated in the "Limiting Factors" paragraph?
  - A5.11.3.8. Are PERSCO requirements identified?
  - A5.11.3.9. Are required personnel services provided for?
  - A5.11.3.10. Are responsibilities and procedures established in the event of noncombatant evacuations?
  - A5.11.3.11. Are procedures established for obtaining passports and visas, if required?
  - A5.11.3.12. Are instructions included for indorsed travel orders to permit emergency casual payments, if required?
  - A5.11.3.13. Are filler requirements properly identified in nonunit related personnel records?
  - A5.11.3.14. Have essential contractor-provided supplies and services as defined in DoDI 3020.37 been identified?
  - A5.11.3.15. Where contractors perform essential services (see DoDI 3020.37 and Chapter 17, paragraph 17.3.), have actions been taken to:
    - A5.11.3.15.1. Assess on an annual basis the impact of unanticipated or premature loss of contractor support to mobilizing and deployed forces and address this assessment in relevant OPLANs?
    - A5.11.3.15.2. Include provisions in OPLANs or other contingency plans to assume or supplement contractor supplied essential services during crisis situations with military, DoD civilian, and/or host nation resources?
    - A5.11.3.15.3. If no alternate sources can be obtained, accept the risk of disrupted services and plan accordingly?

A5.11.3.15.4. Include provisions for evacuation of contractor dependents in overseas noncombatant evacuation plans?

**A5.12. Public Affairs Checklist:**

A5.12.1. The public affairs planner must not only establish policy for disseminating information but also provide guidance on release of information, and community relations.

A5.12.2. In addition to satisfying the questions in AFI 35-10X series regarding Public Affairs Management Considerations, the public affairs planner must also be able to answer these questions:

A5.12.2.1. Does the annex address all tasking from higher level plans and other functional areas? Have faulty assumptions in those plans been identified and are work-arounds established to negate their impact?

A5.12.2.2. Has the annex been coordinated with all the OPRs supported or tasked for support and the US country team, when appropriate?

A5.12.2.3. Are policies established and disseminated for the deployment phase of the planned operation? Are there any known redeployment requirements?

A5.12.2.4. Have all audiences been considered in the plan; deploying forces, support forces, dependents, and the general public? Are there special information requirements for newly activated Air Reserve Component members and their dependents?

A5.12.2.5. Does the plan outline procedures for disseminating internal information both in the AOR and to the supporting populations?

A5.12.2.6. Is the chain of command for public affairs clearly stated, especially the channels for release of internal and external information? The chain of command must include both the AOR and rear organizations. Are lines of communication outside the Air Force included, such as State Department and other diplomatic POCs?

A5.12.2.7. Have plans for release of audio-visual, photographic, and written documentation of operations and support been made?

A5.12.2.8. Have all equipment, transportation, and communications requirements been identified in the plan? Have they been coordinated with the providers of the service? Or have arrangements been made to contract for the service required?

A5.12.2.9. Have manpower resources been identified, trained and equipped to support the plan?

A5.12.2.10. Has the Air Force component command, unified command, or Air Force Broadcast Service been notified of projected AFRTS support requirements?

A5.12.2.11. Have necessary country or regional clearances been prearranged, e.g. radio frequency allocation for AFRTS, communications up link, etc.?

A5.12.2.12. Have planned community relations activities been coordinated with the Civil Affairs POC?

A5.12.2.13. Have combat camera support requirements been documented and coordinated with HQ AMC/SC.

A5.12.2.14. Has any additional required internal information support been coordinated with AFNEWS/II?

A5.12.2.15. Has Hometown News Service support been coordinated with AFNEWS/HN?

A5.12.2.16. Does the plan take advantage of all available automation to include inter- and intrafunctional, local, national and global computer connectivity?

A5.12.2.17. Does the plan suggest a work-around in the event computer or telecommunications support is not available or is disrupted?

A5.12.2.18. Is there prearranged news information material available for release? Things such as fact sheets, background papers, general news release on the operation, etc.

A5.12.2.19. Are information mobility kits prepared for deployment?

A5.12.2.20. Does the plan address the need to provide AOR information to the deployment forces? To include information on country sensitivities, religion, currency, customs, living conditions, support facility availability, etc.

A5.12.2.21. Are peacetime office and base activities identified that will be curtailed or suspended upon execution of the plan? Is there a plan to notify serviced populations?

A5.12.2.22. Have new tasks been explained in enough detail to allow for proper training?

A5.12.2.23. Have augmentation requirements been identified? Time phasing of augmentation? For the AOR? At rear locations?

### **A5.13. Meteorological and Oceanographic Services Checklist:**

A5.13.1. The staff weather officer must ensure that weather support requirements are fully identified in plans and weather annexes. In establishing these requirements, the staff weather officer must consider the impact of weather conditions on execution of the plan.

A5.13.2. The staff weather officer must be able to answer these questions:

A5.13.2.1. Has the impact of the weather conditions that would affect execution of the plan been clearly identified?

A5.13.2.2. Are weather support tasks consistent with the supported command's concept of operations and doctrine?

A5.13.2.3. Are requirements for climatology or specialized weather support fully stated?

A5.13.2.4. Are weather support forces identified in the TPFDD?

A5.13.2.5. Have the space environmental support system (SESS) capabilities to support the plan been considered?

A5.13.2.6. Are weather forces support requirements, such as billeting, transportation, funds, communications, and personnel identified in appropriate annexes?

A5.13.2.7. Has a weather communication/data requirement concept of operations been developed?

A5.13.2.8. Have essential contractor-provided supplies and services as defined in DoDI 3020.37 been identified?

A5.13.2.9. Where contractors perform essential services (see DoDI 3020.37 and Chapter 17, paragraph 17.3.), have actions been taken to:

A5.13.2.9.1. Assess on an annual basis the impact of unanticipated or premature loss of contractor support to mobilizing and deployed forces and address this assessment in relevant OPLANs?

A5.13.2.9.2. Include provisions in OPLANs or other contingency plans to assume or supplement contractor supplied essential services during crisis situations with military, DoD civilian, and/or host nation resources?

A5.13.2.9.3. If no alternate sources can be obtained, accept the risk of disrupted services and plan accordingly?

A5.13.2.9.4. Include provisions for evacuation of contractor dependents in overseas noncombatant evacuation plans?

### **A5.14. C4 Systems Checklist:**

A5.14.1. To provide the most effective C4 systems to support combat and combat support forces, it is the responsibility of the planner to write as complete an Annex K as possible. A smoother transition to a wartime state of readiness is possible if fewer events in the plan's execution phase are left open to question. To ensure effectiveness, the planner must have extensive knowledge of all systems needed to meet operational requirements.

A5.14.2. The planner should be able to answer the following questions. Each level of command is encouraged to expand this list to meet the specific mission requirements. (JOPES, Volume II, contains additional guidelines.)

A5.14.2.1. What mission is being supported? (Specify all missions if there are more than one.)

A5.14.2.2. Is enough equipment available within the command to support the plan? If not, is augmenting equipment identified in the TPFDD?

A5.14.2.3. Are enough personnel available within the command to support the plan? If not, is augmenting equipment identified in the TPFDD?

A5.14.2.4. Have reception plans been made for augmenting forces, to include maps to deployment sites, intratheater transportation, engineering and services support, fuel, security, logistics, circuit allocations, frequencies, routing indicators, etc.?

A5.14.2.5. At each level of command, does a plan outline the integration of augmenting forces into the theater information systems?

A5.14.2.6. Does the plan cover the use of host nation (military and civilian) C4 systems?

A5.14.2.7. Are the procedures for frequency coordination and assignment identified.

A5.14.2.8. Has the reconstitution of C4 systems assets been planned to ensure combat operations support?

A5.14.2.9. Is the active defense of C4 systems facilities planned to assure combat operations support?

A5.14.2.10. Is the passive defense of C4 systems facilities planned, to include, hardening, revetting, berming, burying, tonedown, etc.?

A5.14.2.11. Do all required personnel have military driver's licenses?

A5.14.2.12. Are replacements for contracting personnel identified? Are they properly trained for their duties?

A5.14.2.13. If the automated information systems (AIS) facility is destroyed, are there alternate methods of processing data?

A5.14.2.14. If possible, has an alternate AIS site been established.

A5.14.2.15. Do OPRs know where the temporary AIS facility would be located?

A5.14.2.16. How will OPRs be advised of the situation and your plans to provide support from alternate facilities?

A5.14.2.17. Do OPRs (such as Consolidated Base Personnel Office, maintenance management information and control system, and accounting and finance) who provide their output products to other base agencies know they must inform their customers that local data processing installation (DPI) support may not be available?

A5.14.2.18. Does a temporary computer facility have adequate telephone service (including at least one Class A line)?

A5.14.2.19. If the DPI is destroyed, would there be a temporary facility available to house a new computer?

A5.14.2.20. For file restorations, are tapes hand-carried to the alternate site?

- A5.14.2.21. Are the deployed operators experienced with the computer used at the alternate facility?
- A5.14.2.22. Are required publications available at the alternate site for the AIS being processed there?
- A5.14.2.23. Has each functional user developed a plan which addresses the actions to be taken during a prolonged loss of base computer support?
- A5.14.2.24. Are cryptographic packages and codes required for combat operations packaged and ready for employment or deployment?
- A5.14.2.25. Are all NAVAID requirements identified?
- A5.14.2.26. Are communications and electronics (C-E) packages flexible enough to provide median requirements?
- A5.14.2.27. Is the use of tactical systems coordinated with other commands and agencies to preclude unnecessary systems at the deployment sites?
- A5.14.2.28. Does the plan include enough detailed equipment identification to ensure its implementation?
- A5.14.2.29. Has a site survey of the local area been performed in order to identify all support requirements?
- A5.14.2.30. Do plans include arrangements for the necessary electrical power and backup?
- A5.14.2.31. Have requests been made for US Air Force Operating Rights and Foreign Military Rights?
- A5.14.2.32. Does the Base Defense Appendix integrate AF, local (host nation), and other services and identify specific responsibilities? Has a CONOPS been developed and distributed to affected units?
- A5.14.2.33. Are defensive fighting positions available or has construction by expedient methods been identified? Are positions camouflaged?
- A5.14.2.34. Are fields of fire deconflicted with base PAD/SHORAD sites?
- A5.14.2.35. Is arming required for all personnel or a selective group?
- A5.14.2.36. Are armory locations and requirements identified for augmentees, selective arming, and ABGD operations?
- A5.14.2.37. Have essential contractor-provided supplies and services as defined in DoDI 3020.37 been identified?
- A5.14.2.38. Where contractors perform essential services (see DoDI 3020.37 and Chapter 17, paragraph 17.3.), have actions been taken to:
- A5.14.2.38.1. Assess on an annual basis the impact of unanticipated or premature loss of contractor support to mobilizing and deployed forces and address this assessment in relevant OPLANs?
- A5.14.2.38.2. Include provisions in OPLANs or other contingency plans to assume or supplement contractor supplied essential services during crisis situations with military, DoD civilian, and/or host nation resources?
- A5.14.2.38.3. If no alternate sources can be obtained, accept the risk of disrupted services and plan accordingly?
- A5.14.2.38.4. Include provisions for evacuation of contractor dependents in overseas noncombatant evacuation plans?

**A5.15. Security Checklist:**

A5.15.1. An essential step in developing a plan or annex is to identify and evaluate all security support required to carry out the mission and the need to protect information set forth in the plan. This evaluation determines whether the plan should be classified or unclassified, and the protection each part of the plan must have. Even if the plan is not classified, a security annex is often required to support the plan objective.

A5.15.2. The security planner must be able to answer these questions:

A5.15.2.1. Has security classification guidance been developed and included in the security instructions for the plan? (Refer to DoD 5200.1-R/AFI 31-401 and AFP 205-37 for specific requirements.)

A5.15.2.2. Is the overall classification of the plan consistent with the expected threat to military operations information? Does it conceal capabilities and intentions and at the same time not impede implementation?

A5.15.2.3. Are the annexes, appendices, and paragraphs marked to show the correct classification of each portion of the plan?

A5.15.2.4. Are downgrading instructions included? Do they allow for the fact that execution of the plan will be enhanced by downgrading or declassifying parts or all of it when specified events occur (such as the initiation of operations or the completion of movement)?

A5.15.2.5. Do classification and downgrading instructions recognize that during execution of the plan it may be impossible to protect some information because movements or operations will be readily observable?

A5.15.2.6. Has every effort been made to assign an unclassified title to the plan?

A5.15.2.7. If the title is classified, has an unclassified short title been established?

A5.15.2.8. If a nickname has been assigned to the plan, is it recognized that the nickname and its meaning must be unclassified?

A5.15.2.9. Have the plan and all annexes and appendices been reviewed for consistency of classification standards?

A5.15.2.10. Are instructions provided for special handling, reproduction, and release of information?

A5.15.2.11. Are communications security policies suitable for special handling, reproduction, and release of information?

A5.15.2.12. If special security requirements are necessary during plan implementation or deployment, are they clearly defined?

A5.15.2.13. Is guidance provided for controlling classified documents and equipment of deployed forces?

A5.15.2.14. Is the security mission clearly stated in the Force Protection Annex (such as, weapons system security, base defense, or law enforcement)?

A5.15.2.15. Are the proper policy directives in the AF 31-XXX series cited as references?

A5.15.2.16. Are provisions made for protecting US Air Force resources vital to mission accomplishment?

A5.15.2.17. Are realistic assumptions required and listed to accomplish the security mission?

A5.15.2.18. Are procedures established as required for weapons system security?

A5.15.2.19. Are special equipment requirements necessary to achieve the security mission identified?

A5.15.2.20. Are all new terms, phrases, and titles peculiar to the security mission properly defined?

A5.15.2.21. Does the Security Annex require and provide for special physical security of the planned operation during the deployment and employment phases?

A5.15.2.22. Is it necessary to deploy security/base defense forces to support this plan?

A5.15.2.23. Does the Security Annex provide the deploying security force with adequate information about threat assessments and functions to be performed at the objective area or destination?

A5.15.2.24. Are procedures established to provide for rapid adjustment in security force requirements commensurate with threat intensity?

A5.15.2.25. Are specific command channels established to effectively control security forces, for example, the tenant-host relationship?

A5.15.2.26. Are the combat resources requiring physical security identified? If yes, are the appropriate security systems applied? (Reference AFI 31-101)

A5.15.2.27. Is a policy established to ensure that all required security equipment is available and serviceable if deployment is necessary?

A5.15.2.28. Is an alerting system for rapid recall established and exercised? Is an attack warning system available for both air and ground attacks?

A5.15.2.29. Is security warning and alert procedures established?

A5.15.2.30. If law enforcement functions are involved, are policies established and clearly identified?

A5.15.2.31. Can the plan or annex be effectively implemented as developed?

#### **A5.16. Medical Checklist:**

A5.16.1. Although the medical function is usually considered technical in nature, it is vital to successful accomplishment of the mission.

A5.16.2. To ensure mission accomplishment, the medical planners must be able to answer these questions:

A5.16.2.1. Does the Medical Annex support the mission and objectives outlined in the basic plan?

A5.16.2.2. Is the medical concept of operation clearly defined?

A5.16.2.3. Does the Medical Annex provide policies, when applicable, on mass casualties from nuclear and CB weapons (to include patient decontamination), prisoners of war, control of weapons belonging to friendly casualties, utilizing medical service personnel, and utilizing nonmedical transportation and facilities?

A5.16.2.4. Are area environmental health and sanitation problems included in the plan? Do they include NBC contamination?

A5.16.2.5. Is medical intelligence information for the area of employment covered in the plan?

A5.16.2.6. Is medical WRM pre-positioned and ready for distribution and use? If not, have prepackaging and transportation plans been prepared?

A5.16.2.7. Are whole blood and supply procedures clearly defined? Are whole blood estimates included?

A5.16.2.8. Does the Medical Annex include the preventive medicine program and emphasize unique medical problems applicable to the area?

A5.16.2.9. Does the Medical Annex indicate the medical materiel stockage objective, special equipment, resupply points, and materiel transportation requirements?

A5.16.2.10. Is en route medical support provided for deployment?

A5.16.2.11. Does the annex identify the type, location, capability, and source of medical facilities to be operated in support of the plan?

A5.16.2.12. Is policy established for jointly utilizing hospital facilities?

A5.16.2.13. Does the plan provide guidance for aeromedical staging facilities and for staffing them to support all services?

A5.16.2.14. Does the annex provide for time-phased casualty estimates, to include projected admission rates for disease, nonbattle and battle injuries, equated to bed requirements?

A5.16.2.15. Does the annex establish an evacuation policy expressed in number of days?

A5.16.2.16. Does the annex establish an aeromedical evacuation concept of operation?

A5.16.2.17. Does the annex project the aeromedical evacuation requirements for each Service participating in the operation?

A5.16.2.18. Have essential contractor-provided supplies and services as defined in DoDI 3020.37 been identified?

A5.16.2.19. Where contractors perform essential services (see DoDI 3020.37 and Chapter 17, paragraph 17.3.), have actions been taken to:

A5.16.2.19.1. Assess on an annual basis the impact of unanticipated or premature loss of contractor support to mobilizing and deployed forces and address this assessment in relevant OPLANs?

A5.16.2.19.2. Include provisions in OPLANs or other contingency plans to assume or supplement contractor supplied essential services during crisis situations with military, DoD civilian, and/or host nation resources?

A5.16.2.19.3. If no alternate sources can be obtained, accept the risk of disrupted services and plan accordingly?

A5.16.2.19.4. Include provisions for evacuation of contractor dependents in overseas noncombatant evacuation plans?

#### **A5.17. Chaplain Checklist:**

A5.17.1. The chaplain planner must ensure that essential religious support, equipment, supplies, facilities, and forces are fully identified to support the planned operation. The chaplain's role is vital in ensuring morale, quality of life, and spiritual leadership for successfully accomplishing the mission.

A5.17.2. The chaplain planner must review each plan and answer these questions:

A5.17.2.1. Does the Chaplain Annex support the mission and objectives outlined in the basic plan?

A5.17.2.2. Is the chaplain concept of operations clearly defined?

A5.17.2.3. Does the Chaplain Annex reflect specific consideration of religious support to combat forces, medical services, mortuary affairs, noncombatant evacuation operations, enemy prisoner of war ministry, inter-service chaplain support and wartime host-nation religious support?

A5.17.2.4. Is the role and influence of indigenous religious customs and practices for the area of employment identified in the plan?



A5.17.2.5. Does the plan ensure chaplain personnel will not be assigned duties incompatible with noncombatant status or their mission?

A5.17.2.6. Are Chaplain Service Readiness Team requirements identified?

A5.17.2.7. Have all personnel and augmentation requirements been identified?

A5.17.2.8. Has the chain of command been identified for the chaplain?

A5.17.2.9. Are all facilities, transportation, equipment, supplies, and communication requirements identified?

A5.17.2.10. Are faith group requirements in the area of responsibility balanced to ensure coverage when need is greatest?

A5.17.2.11. Does the plan consider chaplain logistic sustainment requirements?

A5.17.2.12. Has anything been overlooked?

**A5.18. Civil Engineering Checklist:**

A5.18.1. The engineering (CE) planner must ensure that adequate facilities, equipment, and forces are available to support the planned operation within the established timeframes and that the necessary construction projects are programmed and initiated.

A5.18.2. To carry out these tasks, the CE planner must be able to answer these questions:

A5.18.2.1. Does each OPLAN involving the deployment of forces or weapons system contain CE planning?

A5.18.2.2. Is CE planning being carried out concurrently with operational planning?

A5.18.2.3. Is CE planning described in enough detail to preclude any misunderstandings about the nature of the contingency the plan supports?

A5.18.2.4. Has the purpose of CE support been explained in enough detail, including the relationship to the support OPLAN?

A5.18.2.5. Have the availability and skill level of the indigenous labor force been analyzed?

A5.18.2.6. Are local construction materials and supplies available in adequate quantities to support the plan?

A5.18.2.7. Will third country labor forces be available to accomplish services to support the plan?

A5.18.2.8. Have local contractor capabilities been thoroughly analyzed?

A5.18.2.9. Are the priority and phasing of the beddown development portrayed in sufficient detail?

A5.18.2.10. Have priorities been established for all facility requirements?

A5.18.2.11. Do facility requirements within the first 180 days of operation justify the use of Harvest Eagle, Falcon or Bare assets?

A5.18.2.12. For operations of short duration (normally 180 days or less), does the plan identify facilities for replacement in case the contingency transitions to a sustainment phase?

A5.18.2.13. Are facility replacements identified as modulars or pre-engineered facilities whenever feasible?

A5.18.2.14. Does the plan consider post C+I80 facility requirements?

A5.18.2.15. Have survivability measures, such as dispersal, CCD, expedient hardening, NBCC, revetments, hazard quantity-distance criteria, and protective construction requirements, been considered for weapons systems, personnel, and materiel?

A5.18.2.16. Have personnel and materiel requirements for air base recovery after attack, such as rapid runway repair and emergency war damage repair to other critical facilities, utilities, and areas been considered? Are facility/area decontamination addressed?

A5.18.2.17. Are designated construction agents identified in the plan?

A5.18.2.18. Are construction standards established for design of facilities?

A5.18.2.19. Are all forces required to support the plan identified and incorporated into the time-phased deployment schedule for each base?

A5.18.2.20. Does the narrative for each base explain its present mission and limitations?

A5.18.2.21. Are all facility requirements listed by DoD category code?

A5.18.2.22. Are all Air Force construction projects listed in a time-phased sequence?

A5.18.2.23. Are total shipping requirements generated by the CE plan summarized in the Mobility and Transportation Appendix?

A5.18.2.24. Are RED HORSE Squadron echelons, with organic equipment, identified by UTC, if required, for weapon system beddown, vital operations of air base facilities, and emergency war damage repair?

A5.18.2.25. Are all existing and proposed facilities functionally located on a base comprehensive plan?

A5.18.2.26. Does the aircraft parking plan site all aircraft that are required to support the plan?

A5.18.2.27. Does the parking plan strike a reasonable balance between mission and threat survivability requirements?

A5.18.2.28. Has the total program of requirements prior to C-Day been coordinated with other special programs such as the military assistance program?

A5.18.2.29. Are the CE prepositioned WRM assets identified? Are they ready for deployment or employment with other equipment?

A5.18.2.30. Have services beddown facility capacities been calculated? Are shortfalls accommodated or limitations identified?

A5.18.2.31. Are the transportation requirements and priorities for movement of CE personnel and equipment properly identified to ensure early deployment?

A5.18.2.32. Are all limiting factors (LIMFACS) (forces, equipment, materiel, etc.) identified and stated in the plan?

A5.18.2.33. Does each OPLAN ensure, to the maximum extent possible, that in carrying out its mission of providing national defense, it does so in a manner consistent with national environmental policies?

A5.18.2.34. Has the environmental impact analysis process (EIAP) been conducted for CONUS and overseas deployments according to AFI 32-7045?

A5.18.2.35. Is the commander aware that any deviations to the EIAP must be expeditiously applied for when special or emergency conditions occur?

A5.18.2.36. Has the commander programmed and budgeted for the EIAP and other environmental requirements? Are environmental expenses appropriately billed against the proper environmental account codes (e.g., program element code \*\*\*56f)?

A5.18.2.37. Has an environmental protection and compliance plan been completed for both CONUS and overseas deployment locations as described in Annex W, Appendix 2?

A5.18.2.38. Have deployment plans been coordinated with the Staff Judge Advocate and Environmental Planning Offices regarding environmental protection and compliance with applicable host nation and/or international treaties, laws and/or regulations?

A5.18.2.39. Has the lead Service been identified according to CEQ 1501.5 for preparing environmental documentation in which more than one DoD component is involved?

A5.18.2.40. Have specific responsibilities been assigned to deploying personnel so that environmental compliance at deployment sites is no less than at main bases?

A5.18.2.41. Have the requirements of AFI 32-7010 been met to consider the effects on historic properties and to consult the State Historic Preservation Officer, Advisory Council on Historic Preservation, and other interested parties in CONUS, and to consider historic properties and comply with host nation and other requirements overseas?

A5.18.2.42. Have the requirements of the Endangered Species Act been met to consider effects on endangered species and to consult with the U.S. Fish and Wildlife Service?

A5.18.2.43. Have the requirements of AFI 32-7045 wetlands, flood-plains, and coastal barrier resources been met in CONUS?

A5.18.2.44. Have the requirements of the DoD/USDA Master Agreement for use of U.S. Forest Service's land (AF/CV Ltr, 1 Mar 89) been met in the CONUS?

A5.18.2.45. Have essential contractor-provided supplies and services as defined in DoDI 3020.37 been identified?

A5.18.2.46. Where contractors perform essential services (see DoDI 3020.37 and Chapter 17, paragraph 17.3.), have actions been taken to:

A5.18.2.46.1. Assess on an annual basis the impact of unanticipated or premature loss of contractor support to mobilizing and deployed forces and address this assessment in relevant OPLANs?

A5.18.2.46.2. Include provisions in OPLANs or other contingency plans to assume or supplement contractor supplied essential services during crisis situations with military, DoD civilian, and/or host nation resources?

A5.18.2.46.3. If no alternate sources can be obtained, accept the risk of disrupted services and plan accordingly?

A5.18.2.46.4. Include provisions for evacuation of contractor dependents in overseas noncombatant evacuation plans?

#### **A5.19. Services Checklist:**

A5.19.1. The services planner must program for adequate personnel, equipment, and facilities in each of the Services areas including food service, billeting, laundry/linen exchange, troop issue, clothing sales, mortuary, and base exchange activities to support regional OPLANs.

A5.19.2. To accomplish this task, the Services planner must be able to answer these questions:

A5.19.2.1. Have all OPLANs been reviewed to ascertain Services involvement and interface?

- A5.19.2.2. Is planning accomplished simultaneously with operational planning and explained in sufficient detail to preclude misinterpretation or dual tasking of personnel, equipment, and facilities?
- A5.19.2.3. Have Services assets been prioritized for in-place use or time-phased deployment?
- A5.19.2.4. Has a factor of ninety per cent of the base population been computed to determine feeding requirements?
- A5.19.2.5. Are MREs prepositioned or identified for timely issue during deployment and initial beddown?
- A5.19.2.6. Have facilities, permanent or Harvest assets been programmed to meet environmental conditions of the beddown location?
- A5.19.2.7. Have quantities and sources for subsistence been programmed?
- A5.19.2.8. Have billeting quarters been identified in sufficient numbers for the following categories: air crew, female, enlisted, officer and DV?
- A5.19.2.9. Has consideration been given to quarters numbers and assignment policy during surge operations?
- A5.19.2.10. Have beds and bedding requirements been identified and scheduled for availability prior to force beddown?
- A5.19.2.11. Has laundry equipment and personnel been identified to satisfy requirements for organizational items? Do procedures include laundry/disposal of contaminated clothing/uniforms?
- A5.19.2.12. Have Services planners considered medical laundry requirements?
- A5.19.2.13. Will Prime FARE personnel deploy with or interface with Services personnel to ensure support for troop feeding, subsistence supply/resupply, and field exchanges?
- A5.19.2.14. Have medical personnel identified specialized subsistence and unique "B" rations requirements?
- A5.19.2.15. Have mortuary operations been factored into the planning to include personnel, equipment and supplies?
- A5.19.2.16. Will temporary morgue, processing area and hold area be collocated in the same facility?
- A5.19.2.17. Has a mass burial site been selected and a separate site for contaminated remains identified?
- A5.19.2.18. Has NATO STANAG 2070 or other applicable plans and agreements been reviewed for inclusion in planning?
- A5.19.2.19. Have procedures been established to support noncombatant evacuation (NEO) feeding from AAFES and commissary peacetime operating stocks?
- A5.19.2.20. Has transportation and procedures been coordinated to stock shelters?
- A5.19.2.21. Are the pre-position WRM assets identified and ready for deployment and employment with other Services equipment?
- A5.19.2.22. Have transportation requirements and priorities for movement of Services personnel and equipment been properly identified to ensure early deployment?
- A5.19.2.23. Have Services shortfalls been identified so they can be satisfied or reflected in the plan as shortfalls?
- A5.19.2.24. Are all limiting factors (LIMFAC) (transportation, manpower, or personnel, logistics, or facilities, etc.) identified and stated in the plan?

A5.19.2.25. Have essential contractor-provided supplies and services as defined in DoDI 3020.37 been identified?

A5.19.2.26. Where contractors perform essential services (see DoDI 3020.37 and Chapter 17, paragraph 17.3.), have actions been taken to:

A5.19.2.26.1. Assess on an annual basis the impact of unanticipated or premature loss of contractor support to mobilizing and deployed forces and address this assessment in relevant OPLANs?

A5.19.2.26.2. Include provisions in OPLANs or other contingency plans to assume or supplement contractor supplied essential services during crisis situations with military, DoD civilian, and/or host nation resources?

A5.19.2.26.3. If no alternate sources can be obtained, accept the risk of disrupted services and plan accordingly?

A5.19.2.26.4. Include provisions for evacuation of contractor dependents in overseas noncombatant evacuation plans?

#### **A5.20. Safety Checklist:**

A5.20.1. Mishap prevention is an essential element of a successful operation. Unnecessary losses of manpower and equipment can severely limit a unit's ability to perform its assigned mission. Therefore, steps must be taken to identify and eliminate conditions that contribute to increased accident potential.

A5.20.2. To do this, the safety planner must be able to answer these questions:

A5.20.2.1. Is an adequate safety staff, including a qualified safety officer, designated for each operating location to identify and report hazards and mishaps to the commander? Are staff shortages identified and being corrected?

A5.20.2.2. Has the commander been advised of all known hazardous conditions? Have actions been initiated to correct these conditions? Do they meet quantity-distance criteria?

A5.20.2.3. Does the plan outline procedures to advise the higher level of command of hazards which cannot be corrected with local resources?

A5.20.2.4. Does the plan outline procedures to make sure mishap reports are submitted promptly?

A5.20.2.5. Has a pre-accident plan been developed for each operating location?

A5.20.2.6. Does the plan outline procedures to conduct airfield surveys on non-US Air Force locations well in advance of the implementation date?

A5.20.2.7. Does the plan provide provisions for obtaining waivers to safety criteria when they limit the plan execution?

A5.20.2.8. Does the plan outline procedures for conducting safety inspections during the deployment and post deployment, execution and sustainment phases of the operation?

#### **A5.21. Information Management (IM) and Postal Planner Checklists:**

A5.21.1. The Information Management (IM) and Postal annexes prescribe the requirements, policies, and procedures required to ensure successful mission accomplishment. IM and Postal planners at all levels are responsible for insuring their respective activities are prepared to provide mission essential support under emergency or wartime conditions.

A5.21.2. The IM planner must be able to answer these questions:

A5.21.2.1. Have procedures been established to inform customers of the level and scope of support that can and will be provided by a deployed Information Management Flight (IMF)? For example:

A5.21.2.1.1. Replenishment of forms and publications will not normally be available for the first 90 days of a deployment; therefore, organizations need to know they should deploy with a 90-day supply of forms and publications. As technology

such as CD-ROM becomes more common and accessible, units will be deploying with electronic versions of publications and forms. Have procedures been established for replenishment or update of these products?

A5.21.2.1.2. The IMF deploys with only the office supplies and equipment needed to fulfill its basic role (does not deploy with supplies and equipment for other functions); therefore, other functions must deploy with adequate office equipment and supplies to meet their needs until the supply and contracting functions can establish a resupply system.

A5.21.2.2. Are procedures established to process and distribute incoming and outgoing official administrative communications (official mail, messages, facsimile, electronic mail (e-mail))?

A5.21.2.2.1. Are procedures established to ensure commercial postage meters or postage stamps are available for the Base Information Transfer System (BITS) to place postage on official mail until the Secretary of Defense designates the area of operations as a hostile area and postage due penalty mail can be used?

A5.21.2.2.2. Are procedures established to process and distribute official mail received from the Military Post Office and other administrative communications (messages, facsimile, e-mail, etc.)?

A5.21.2.3. Are procedures established to process and distribute personal mail through a Postal Service Center (PSC) or unit mail room concept of delivery?

A5.21.2.4. Have printing requirements (including copying) been determined and proper equipment and supplies identified?

A5.21.2.4.1. The IMF function mobility equipment includes a deployed duplicating center (DDC) capability to be operated by AFSC 3R0X1 personnel. Is this equipment available and are printing management personnel trained in its set-up and use? Are adequate supplies available?

A5.21.2.4.2. Have base customers been made aware of the DDC capability and its use promoted to complement as well as take the load off of unit office copiers?

A5.21.2.5. Have procedures been developed for maintaining records (hard copy and electronic; classified and unclassified)?

A5.21.2.5.1. Have procedures been established for processing and preserving permanent or long-term records (retention of nine years or longer)? Where will these records be shipped?

A5.21.2.5.2. Have procedures been established for disposing of temporary records? Where will these short-term records (retention of eight years or less) be shipped?

A5.21.2.5.3. Are records on an operation being retained as a separate collection from other records so as to facilitate evaluation for lessons learned? If so, where will this separate collection be shipped?

A5.21.2.6. Who will be responsible for distribution of technical orders? If the deployed IM is responsible, have procedures for distributing technical orders been established?

A5.21.2.7. Have procedures been established to replenish forms and publications stocks? Have facility and equipment requirements been determined for storage of publications and forms? Have sufficient security measures been established to safeguard sensitive publications and forms? Have arrangements been made to obtain on a continuing basis new or updated electronic versions of publications and forms?

A5.21.2.8. Have procedures been developed for protecting and destroying classified documents and sensitive records?

A5.21.2.9. Have facility, equipment, and vehicle requirements been determined and details worked through the providing community (civil engineering, transportation, etc.)?

A5.21.2.10. Have electrical power requirements been identified to the supporting civil engineers?

A5.21.2.11. Have essential contractor-provided supplies and services as defined in DoDI 3020.37, Continuation of Essential DoD Contractor Ssrvice During Crisis been identified?

A5.21.2.12. Where contractors perform essential services (see DoDI 3020.37 and Chapter 17, paragraph 17.3.), have actions been taken to:

A5.21.2.12.1. Assess on an annual basis the impact of unanticipated or premature loss of contractor support to mobilizing and deployed forces and address this assessment in relevant OPLANs?

A5.21.2.12.2. Include provisions in OPLANs or other contingency plans to assume or supplement contractor supplied essential services during crisis situations with military, DoD civilian, and/or host nation resources?

A5.21.2.12.3. If no alternate sources can be obtained, accept the risk of disrupted services and plan accordingly.

A5.21.2.12.4. Include provisions for evacuation of contractor dependents in overseas noncombatant evacuation plans?

A5.21.3. The postal planner must be able to answer these questions:

A5.21.3.1. Have planners determined the CINC's concept of operations for mail services (when will mail service be operational; what level of services)?

A5.21.3.2. Has appropriate planning been accomplished for postal equipment and personnel to support deployed forces using current postal UTCs (based upon the size of the deployed population to be supported with mail services)?

A5.21.3.3. Have the types and levels of mail services been prescribed?

A5.21.3.4. Have procedures been established to process casualty mail?

A5.21.3.5. Have procedures been developed to forward or redistribute mail (directory service)?

A5.21.3.6. Have sufficient security procedures been established to safeguard mail/funds?

A5.21.3.7. Have the methods of transporting mail been specified, to include interface with aerial mail terminals (AMT) or mail control activities (MCA)?

A5.21.3.8. Have mail consumption planning factors been determined for projected forces and included in the Time-Phased Force Deployment Data?

A5.21.3.9. Have facility and vehicle requirements been identified?

A5.21.3.10. Have emergency protection and destruction procedures been established for mail and postal effects?

A5.21.3.11. Have appropriate postal personnel qualifications been determined for specific contingency operations (such as finance qualified, Aerial Mail Terminal experience, etc.)?

A5.21.3.12. Have financial support requirements and a source of replenishment (stamp stock, money orders, etc.) been identified to meet service standards?

A5.21.3.13. Have unit mail clerk requirements been determined to meet postal servicing activity delivery procedures?

A5.21.3.13.1. Have Mailing addresses for official and personal mail been identified and publicized?

A5.21.3.13.2. Have specific host nation custom requirements and instructions for inbound and outbound mail been identified?

**A5.22. Historian Checklist:**

A5.22.1. Historians record the role of units and organizations participating in contingency operations; preserve and safeguard historically important records documenting USAF aerial and support operations; and transmit reports and records to rear areas for subsequent analysis and reference.

A5.22.2. Successful accomplishment of this mission requires extensive preplanning and coordination between historians and planners. To ensure such coordination, historians and planners must answer the following questions:

A5.22.2.1. Are history plans, annexes, appendices, instructions, and checklists prepared at all command levels and fully coordinated (up, down and laterally) between staff agencies, organizations, and commands to ensure all personnel are aware of their responsibilities?

A5.22.2.2. Do plans identify historian personnel requirements?

A5.22.2.3. Are tasked historians trained and equipped for deployment (see AFI 84-101)?

A5.22.2.4. Are all staff agencies aware of the need to ensure historical documentation of contingency operations?

A5.22.2.4.1. Are commanders and key staff personnel aware of the historian's role, function, and support requirements?

A5.22.2.4.2. Do plans clearly define command relationships, specifying that historians are members of the senior commander's special staff?

A5.22.2.4.3. Do plans clearly state the historian's mission, tasks, and objectives?

A5.22.2.5. Do plans identify specific history requirements for equipment, communications, facility, transportation, and administrative support by:

A5.22.2.5.1. Ensuring historian's requirements are coordinated with appropriate agencies?

A5.22.2.5.2. Establishing procedures for handling, storing, processing, and transmitting classified information, including emergency protection and destruction provisions for classified information? **NOTE:** Historians transmit via official mail channels weekly reports which include historic documentation; reports may exceed arbitrary weight restrictions. Plans must provide for transmittal of such reports.

A5.22.2.5.3. Identifying specific facilities suitable for secure processing and storage of classified materials?

A5.22.2.5.4. Providing historians access to secure communications (STU-III) equipment?

A5.22.2.5.5. Requiring historians deploy with valid military drivers licenses? Military licenses are required to requisition vehicles from joint service motor pools.

A5.22.2.5.6. Providing guidance for arming historians, including transportation and storage of arms and ammunition?

A5.22.2.5.7. Addressing photocopier requirements? Historians must transmit to rear areas copies of documentation which substantiates, clarifies, and amplifies the information contained in the reports. Plans must recognize these added requirements.

A5.22.2.5.8. Addressing computer/word processing equipment? Ideally, historians require dedicated laptop computer equipment; as a minimum, plans should identify specific agencies to share equipment.

A5.22.2.5.9. Providing guidance for photographic documentation (see AFI 84-101)?

A5.22.2.6. Do plans detail how MOB historians will provide historical support for non-MOB locations?



## REPORTS REQUIRED FOR WARTIME PLANNING

### A6.1. Reports Required by JOPES:

- Type Unit Data File (TUCHA), RCS: HAF-LGX(Q)8601. This report is designated emergency status code C-1. Continue reporting during emergency conditions, priority precedence. Submit data requirements assigned this category as prescribed or by any means to ensure arrival on the established due date(s). Continue reporting during MINIMIZE.
- Status of Resources and Training System (SORTS), MINIMIZE code is Y.
- Characteristics of Strategic Transportation Resources File (CHSTR), MINIMIZE code is Y.
- Aerial Ports and Operating Bases File (APORTS), MINIMIZE code is Y.
- Transportation Assets File (ASSETS), MINIMIZE code is Y.
- Time-Phased Force and Deployment Data (TPFDD), MINIMIZE code is Y.

### A6.2. Reports Required to Interface with JOPES:

- Logistics Planning System (LOGPLAN), RCS: HAF-LGX(AR)8602. Emergency status code is C-1. Continue reporting during MINIMIZE.
- Manpower Force Packaging System (MANFOR), RCS: HAF-PER(AR)7301. Emergency status code is C-1. Continue reporting during MINIMIZE.
- Logistics Detail (LOGDET), RCS: HAF-LGX(Q)7301. Emergency status code is C-1. Continue reporting during MINIMIZE.
- Wartime Aircraft Activity Report (WAAR), RCS: HAF-XOX (A&AR)9001. This report is designated emergency status code D. Immediately discontinue reporting data requirements during emergency conditions.
- Meaconing, Intrusion, Jamming and Interference (MIJI) Reporting,

### A6.3. Reports Required by AFRD 10-4:

- Plans Meeting Tasking Authority Needs Report, RCS: HAF-XOX (A)9335. Emergency status code is D. Immediately discontinue reporting data requirements during emergency conditions. Discontinue reporting during MINIMIZE.
- Status of OPLAN Review Report, RCS: HAF-XOX(A)9348. Emergency status code is D. Immediately discontinue reporting data requirements during emergency conditions. Discontinue reporting during MINIMIZE.

**A6.4. Other Wartime Reporting Requirements.** Each operational area has continuing needs for data during wartime. Air Force reporting requirements are contained in AF Catalog 39-140, Air Force Internal Information Collections (Report Control Symbol (RCS) Reports). Applicable reports should be included in the appropriate OPLAN annexes. Only absolutely necessary data should be collected. AFCAT 37-140 can be obtained from the base or MAJCOM Information Collection and Reports (ICR)Manager. ICR Managers are assigned to the Information Management (IM) function.